

NEW FILE
BUDGET FY 90
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BOSTON REDEVELOPMENT AUTHORITY

FY 90 PROGRAM BUDGET

CITY OF BOSTON

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FY90 OPERATING BUDGET

FY90 OPERATING BUDGET

The BRA's FY90 operating budget allocates resources to achieve the agency's vital policy objectives in the coming year, which emphasize:

- ❑ Expanding the Tax Base;
- ❑ Increasing Housing Production and Affordability;
- ❑ Diversifying Boston's Economy;
- ❑ Completing the Rezoning of Boston; and
- ❑ Revitalizing Boston's Waterfront.

The FY90 Budget is a twelve month strategic plan which provides resources to attain the policy goals stated above. Simultaneously, this year's budget reflects a rational allocation of resources which are designed to augment efficiencies through streamlined operations. Administrative expenses, while rising less than 3% over FY 89, have been reduced 19% from FY 88 levels; personnel will be reduced from 265 to 239, a 10% decrease in staff from FY89 level and a 23% decrease from FY88; contractual services will be cut 7% and business travel has been cut 50%.

At the same time audit functions to enhance reporting and oversight capacities will increase. While the BRA plans to "do more with less" in FY90, the budget also reflects a continued commitment to the support of city agencies.

In sum, the FY90 budget is planned to fund key initiatives while reducing or streamlining in non-essential areas.

Since 1985, the BRA has embarked on a variety of cost control programs and introduced sound financial management procedures. The result has enabled the BRA to position itself favorably during this time of fiscal instability. The FY90 budget, while providing adequate resources for the attainment of key policy goals, reflects strategic downsizing and austerity measures.

ACCOUNTABILITY AND FISCAL MANAGEMENT

In order to ensure accountability and fiscal management, the BRA will implement the following fiscal measures:

- ❑ Reduction of staff to 239 by the end of FY90, attained through attrition, a 23 percent reduction from FY88 levels.
- ❑ New hires will be limited to the replacement of critical staff deemed necessary for the attainment of key objectives
- ❑ Affirmative Action goals of 30% minorities and 50% women will be pursued. The current employment characteristics are 24% minorities - up from 16% in 1984 and 40% women.
- ❑ No new capital initiatives are programmed for FY90.
- ❑ Business travel will be restricted to the attainment of key initiatives.
- ❑ The BRA will increase its audit function by 30 percent.
- ❑ Purchases of furniture will be limited to replacement of worn out equipment.

BUDGET HIGHLIGHTS

The FY90 budget is again projected to be in balance. This is the sixth consecutive year the BRA has produced a balanced or surplus budget. It is the third consecutive year for which no city appropriation will be required.

- ❑ At \$18.3 million, the BRA's FY90 budget is \$1.4 million, or 7 percent less than FY89.
- ❑ The budget reflects the lowest staff level since 1984, a \$1.3 million reduction in the cost of personnel services.
- ❑ Technical service contracts will decrease by 9 percent.

Operating Budget

**FISCAL YEAR 1990
OPERATING BUDGET SUMMARY**

(Dollars in Thousands)

Account	FY 88 Actual	FY 89 Projected	FY 90 Budget	Variance 89 to 90
REVENUE				
Rental, Lease, Equity Participation	9,248	8,764	12,595	3,831
Project Income	8,198	11,180	6,100	(5,080)
Other Income	3,082	1,225	1,400	175
OPERATING REVENUE	20,528	21,169	20,095	(1,074)
EXPENSES				
Personnel	12,997	13,992	12,652	(1,340)
Administrative	1,585	1,244	1,289	45
Occupancy	1,310	1,388	1,400	12
Contractual Services	3,378	3,125	2,905	(220)
Investments in Capital Assets	500	61	150	89
BRA OPERATING EXPENSES	19,770	19,810	18,396	(1,414)
Support of City Agencies				
	703	734	928	194
TOTAL OPERATING EXPENSE	20,473	20,544	19,324	(1,220)
Reserve for Contingencies				
	55	625	771	146
TOTAL BUDGET	20,528	21,169	20,095	(1,074)

FISCAL YEAR 1990 OPERATING BUDGET

DETAIL

PERSONNEL AND ADMINISTRATIVE EXPENSE

(Dollars in Thousands)

Account	FY 88 Actual	FY 89 Projected	FY 90 Budget	Variance 89 to 90
EMPLOYEE LEVEL - EOY	311	265	239	(26)
PERSONNEL COSTS				
Permanent Full-Time Employees	7,389	7,668	6,665	(1,003)
Provisional Employees	2,056	2,225	1,948	(277)
Part-Time, Interns, and Overtime	764	447	400	(47)
Subtotal, Personnel Costs	10,209	10,340	9,013	(1,327)
EMPLOYEE BENEFITS				
City Pension Contribution	1,900	2,000	2,040	40
Hospitalization & Life Insurance	850	1,061	1,015	(46)
Workers' Compensation	38	79	110	31
Unemployment Insurance	—	12	25	13
Cost-of-Living Adjustment	—	500	449	(51)
Subtotal, Employee Benefits	2,788	3,652	3,639	(13)
Total, Personnel	12,997	13,992	12,652	(1,340)
ADMINISTRATIVE EXPENSES				
Advertising	24	107	90	(17)
Audits	100	150	195	45
Business Travel	75	55	30	(25)
Library Services	85	88	55	(33)
Employee Education	29	32	35	3
Graphic Design	67	57	60	3
Mapping & Model Making	47	19	30	11
Economic Conferences	105	0	30	30
Office Supplies	214	98	98	7
Postage	43	10	15	5
Telephone Services	280	243	249	6
Data Processing Equipment	234	138	150	12
Copy Machine Rental	100	106	110	4
Copy Supplies	40	44	45	1
Printing & Outside Copy Service	142	97	97	0
Total, Administrative	1,585	1,244	1,289	45
Total, Personnel & Administrative	14,855	15,516	13,941	(1,575)

Operating Budget

FISCAL YEAR 1990**OPERATING BUDGET**

DETAIL

OCCUPANCY, CONTRACTUAL, AND INVESTMENT

(Dollars in Thousands)

Account	FY 88 Actual	FY 89 Projected	FY 90 Budget	Variance 89 to 90
OCCUPANCY COSTS, Rent, Operating and Utility Expense				
Total Occupancy	1,310	1,388	1,400	12
CONTRACTUAL SERVICES				
Legal				
Legal Consultants	878	398	450	52
Technical Services				
Research	155	173	245	72
Planning & Development	625	976	700	(276)
Management Studies	60	56	50	(6)
Subtotal, Technical Services	840	1,205	995	(210)
City Infrastructure				
Engineering	240	147	150	3
Construction	220	315	250	(65)
Subtotal, City Infrastructure	460	462	400	(62)
Property Management				
Building and Land Maintenance	250	418	390	(28)
Board-Up and Fencing	65	76	75	(1)
Insurance	360	233	235	2
Security	200	204	200	(4)
Snow Removal	50	42	50	8
Supplies & Equipment	55	16	25	9
Utilities	175	36	50	14
Vehicle Maintenance	45	35	35	0
Subtotal, Property Management	1,200	1,060	1,060	0
Total, Contractual Services	3378	3,125	2,905	(220)
INVESTMENTS IN CAPITAL ASSETS				0
Renovation of Facilities	75	12	100	88
Furniture & Fixtures	425	49	50	1
Total, Investments In Capital Assets	500	61	150	89
TOTAL, OCCUPANCY, CONTRACTUAL, & INVESTMENT IN CAPITAL ASSETS				
	5,188	4,574	4,455	119

Operating Budget

**FISCAL YEAR 1990
OPERATING BUDGET****DETAIL****CONTRIBUTION TO THE SUPPORT OF CITY AGENCIES**

(Dollars in Thousands)

Account	FY 88 Actual	FY 89 Projected	FY 90 Budget	Variance 89 to 90
EMPLOYEE LEVEL - EOY		8	11	3
PERSONNEL COSTS				
Zoning Commission	35	36	72	36
Board of Appeal	—	—	42	42
Real Property Department	38	40	—	(40)
BHA / Columbia Point Task Force	36	38	39	1
Midtown / Cultural District	—	46	55	9
Boston Civic Design Comm.	—	—	52	52
Archives	—	53	58	5
Subtotal, Personnel	109	213	318	105
TECHNICAL SERVICES				
Office of Jobs and Community Service	150	100	50	(50)
Mayor's Office of Neighborhood Services	279	275	300	25
Mayor's Development Office	55	32	45	13
Transportation Department	45	37	25	(12)
Midtown / Cultural District	25	37	150	113
Employee Assistance Program	40	40	40	0
Subtotal, Technical Services	594	521	610	89
TOTAL, SUPPORT OF CITY AGENCIES	703	734	928	194

FY90 PROGRAM OVERVIEW

FY90 PROGRAM OVERVIEW

The Program Budget detailed in this document presents the Boston Redevelopment Authority's policy agenda and workplan for fiscal year 1990. The Program Budget allocates staff and financial resources to achieve balanced growth through comprehensive planning, with particular emphasis on five key objectives for Boston:

- ❑ Expanding the Tax Base;
- ❑ Increasing Housing Production and Affordability;
- ❑ Diversifying Boston's Economy;
- ❑ Completing the Rezoning of Boston; and
- ❑ Revitalizing Boston's Waterfront.

The Budget provides a specific statement of each department's program and objectives. It also presents the milestones that will be used to measure and evaluate progress on priority projects.

1. EXPANDING THE TAX BASE

Expanding the city's tax base is of critical importance at a time when federal cutbacks and reductions in local aid threaten vital services.

Development and development-related growth contributes more to the increase in Boston's property tax revenues than the 2 1/2% standard growth allowance provided for by law. For the four years including fiscal years 1985-1989, the total of annual 2 1/2% growth allowance was \$49.1 million. The new incremental revenues from development and related economic growth totaled \$101.5 million over this same period. Of this \$101.5 million, \$59.4 million was derived from development construction. The remaining \$42.1 million was generated from changes in tax status from exempt to taxable, condominium developments, other subdivisions, and new personal property accounts.

Once the new revenues are added to the levy, they are also allowed to grow at a compound rate of 2 1/2 percent annually. The actual value of the development generated tax revenues was \$62.9 million in FY89, or 13 percent of that year's \$483.7 million levy. This is slightly more than the annual property tax yield of the city's 47,496 one- and two-family homes. When completed, all of the projects approved by the BRA since early 1984 will generate nearly \$88 million in annual property tax revenue.

In FY90, several major projects will be approved or start construction. Commonwealth Center in the Midtown Cultural District, One Lincoln Street, Ruggles Center, the Boston Science Center, Olmsted Piazza, the Sears / Newmarket Project and the Prudential Center will alone generate over \$40 million in property taxes when complete. In addition, the city will realize more than \$50 million from the sale of the Kingston-Bedford Garage for One Lincoln Street, Hayward Place for Boston Crossing, and North Station land for the new Boston Garden.

2. INCREASING HOUSING PRODUCTION AND AFFORDABILITY

Boston has a critical need for more housing, particularly affordable housing, to meet the demand generated both by long-term and new residents. The Flynn Administration has placed the production of affordable housing among the City's highest priorities. Consistent with this priority, affordable housing production will again be a key objective of the BRA in FY90.

Since 1984 the BRA has produced a total of 86 affordable housing projects through the disposition of over three million square feet of land and buildings. The BRA has disposed of the properties below their market value to increase affordability. Between 1984 and 1991, 3,849 units of housing will have been built on BRA properties, half of these units will be affordable to low and moderate income households. Pending projects which will be approved this year will bring the total housing production program to 5,000 units.

The BRA's affordable housing production programs also serve to increase opportunities for minority and community based development teams. Of the 86 housing development projects designated since 1984, 54 (or 63%) have involved teams of minority or community based developers.

While working with neighborhood groups to achieve the appropriate design and scale of projects subject to Board of Appeal approval, the BRA has helped in the creation of additional housing units. A substantial number of the units created through this process are affordable to low and moderate income families.

Specific housing initiatives for FY90 include:

- ❑ Achieve construction starts on BRA-sponsored Roxbury projects which have been designated for development but are not yet under construction to yield approximately 338 units, of which 117 will be affordable.
- ❑ Provide technical assistance to ensure the successful sale or rent-up of projects currently under construction in Roxbury; 75 units, of which 32 will be affordable.

- ❑ Achieve groundbreaking on 7 SENHI Phase I parcels to create 267 new units of housing, 142 of which will be affordable to low- and moderate-income families.
- ❑ Begin construction on BRA-sponsored Charlestown projects to yield over 350 units of housing.
- ❑ Achieve groundbreaking on Helen Morton Center in the South End to build 104 units of housing, 36 units to be used as transitional housing for homeless women and children and a day care/social services center.
- ❑ Continue to work with the North End community to develop an affordable housing strategy. The disposition of Sargent's Wharf will be tied to the creation of 100 affordable housing units. Location of an additional housing site will be given top priority.
- ❑ Begin construction of 270 units of new housing and community facilities on parcel R-31R-3A in Chinatown. Also, complete planning for Phase II of the Chinatown Housing Program yielding approximately 250 units.
- ❑ Finalize two loans and associated escrow accounts to allow \$13.4 million in linkage obligations to be used immediately for the creation of 740 units of affordable housing.
- ❑ Establish a first-time homebuyer development assistance program of \$1 million in conjunction with state and private lending sources.
- ❑ Develop an assistance program for tenant ownership of Chapter 121A projects in Roxbury, the South End, and Chinatown.
- ❑ Work with the mortgage industry to ensure the credit needs of Boston residents are met and equal access to mortgage credit opportunities.

3. DIVERSIFYING BOSTON'S ECONOMY

Biomedical, high-tech, research and development activities are emerging as leading economic growth areas of the 1990s. Boston's numerous hospitals and universities, several of which are nationally and internationally renowned, have long been an important part of the city's economy. As these medical and educational institutions continue to pioneer in medical, biomedical, and high-technology research, they are also creating "new economies" to replace the service economy and ensure Boston's future economic health and prosperity. Strategies to promote this new economic growth include development of a "Technopolis" within the City of Boston. The "technopolis",

or center of technology, will join together the resources and energies of academic and clinical research institutions, private industry, and entrepreneurial developers with government participation to foster research advances and applications in medicine and biotechnology. Specific areas targeted for near-term development of the technopolis concept include South Station and the Charlestown Navy Yard.

Specific initiatives include:

- ❑ Working with local institutions and developers in the region to expand new economic opportunities and to coordinate this expansion with each institution's master planning process.
- ❑ Releasing an RFQ/RFP for the BRA South Station Air-Rights and designating an institution and development team by the end of the first quarter of FY90.
- ❑ Working with the State to expedite the construction of the total South Station Project which allows up to 1 million sq.ft. of bio-medical and related uses.
- ❑ Completing approval and starting construction of Phase I of Olmsted Plaza for 1.3 million square feet of bio-medical and research and development space.
- ❑ Continuing the expansion of new economy uses through the further development of additional bio-medical research at the Yard's End Research Park in the Charlestown Navy Yard.
- ❑ Instituting an Economic Development/Institutional Planning process for area institutions.
- ❑ Completing approval of redevelopment program for the former Sears, Roebuck & Co. warehouse in Newmarket into office and R&D labs.
- ❑ Completing design review and begin construction on Boston Science Center, a two-building bio-medical research facility with research space, a day care facility and parking.
- ❑ Completing the plan for and start construction of South End Technology Square.

4. COMPLETING THE REZONING OF BOSTON

Boston is a constantly changing and growing city. Change and growth can improve the economic well-being of the city but, if not managed well, these forces can threaten the very elements of urban life that residents cherish most. As the City's planning agency,

the BRA has primary responsibility to manage the delicate balance between the need for growth and the preservation of neighborhoods and community life.

In FY90, the BRA will seek adoption of a new, simplified zoning code. The new zoning code will correct the ambiguities and inconsistencies in the old code. In addition, new zoning amendments will cover Two, Three and Six-Family Residential Districts, Neighborhood Business Districts, a Conservation Planning Overlay District, and an Institutional District.

Neighborhood Planning initiatives promote citizen participation in the land use decisions affecting Boston's neighborhoods. The purpose is to enact revised zoning which responds to particular neighborhood needs as articulated by community residents. Of critical importance are the needs to protect residential areas from encroachment by commercial uses and to provide more usable open space, affordable housing, and parking. The focus in the neighborhoods is on master planning to balance competing land uses. The major zoning changes proposed in the neighborhoods include districts reserved for affordable housing, new light manufacturing districts, institutional districts, two-, three-, and six-family residential districts, and neighborhood business districts. Special planning for major boulevards, cross streets, transportation, parking controls, open space, and institutional growth will help to shape the new neighborhood zoning.

- Developing interim zoning plans with residents from West Roxbury, the Fort Point Channel area, Fenway/Kenmore, Mattapan, Mission Hill, and Charlestown. As zoning amendments, these plans will be submitted to the BRA Board and the Zoning Commission during FY90. The interim zoning plans will be in effect and will control the review of proposed development for a two to three year period, during which time the final zoning plans will be created.
- Completing final zoning plans for Allston-Brighton (interim zoning plan enacted August, 1987), Harborpark (interim zoning plan enacted March, 1987), Roxbury (interim zoning plan enacted August, 1987), and along Dorchester Avenue (interim zoning plan enacted September, 1988). Neighborhood master planning studies for Chinatown, the South End, Harbor Point, and the Charlestown Navy Yard will be developed by the end of 1990.
- Continuing work on final zoning plans for East Boston and Jamaica Plain (interim zoning plans enacted in FY89).
- Completing permanent zoning studies for the North End and Washington Street.
- Developing institutional planning studies and community participation procedures for neighborhood involvement in institutional planning decisions.

Downtown Planning initiatives were enacted by the Zoning Commission in September 1987. The initiatives focus on re-establishing height limits as part of Boston's land use tradition, redirecting development to underutilized areas, promoting economic development outside the congested Financial District, establishing historic preservation as a City priority, preserving Boston's open space, and providing barrier free access in new developments. Master planning for downtown Boston also requires that careful study and planning be undertaken in each of the districts within the downtown area.

The Plan for Downtown Boston will be completed, including the Central Artery, North and South Stations, and Prudential/Huntington Avenue Districts in the first half of the year. In the second half of the year, the Financial, Government Center, Cambridge Street, Bulfinch Triangle, and Leather District Plans will be completed. The planning studies will address issues of use, design, traffic, and pedestrian access. The studies will require the continuing participation of the community, local businesses, and design professionals.

Development review will continue on major downtown projects in accordance with the Development Review Requirements established in 1987 (Article 31 of the Zoning Code). This amendment focuses on traffic and environment impacts, urban design, impact on historic resources, and infrastructure system requirements. Major projects brought to completion of review and to initial construction will include the Prudential Center redevelopment and at least one major Midtown project.

Major projects, such as the development of the Midtown Cultural District, redevelopment of Prudential Center, the new Boston Garden facility, and the relocation of the New England Aquarium will lay the groundwork for improving the already high quality of life in Boston.

- ❑ Realization of the Midtown Cultural District Plan will establish an anchor for the city's retail economy and create additional performing arts and visual arts spaces in a previously blighted area of the city.
- ❑ The revitalized Prudential Center will create a link between the South End and Back Bay communities.
- ❑ The new Boston Garden will create a multi-purpose sports arena as well as hotel, office, retail and parking space.
- ❑ Relocation of New England Aquarium to the Charlestown Navy Yard will allow for extensive expansion of the Aquarium and create a major center for tourism development. Following the Aquarium's relocation, its present site at Central Wharf will be prepared for mixed-use development.

- ❑ Olmsted Plaza will be reviewed for the proposed redevelopment of the former Sears, Roebuck and Company warehouse into offices, R & D labs, and retail space.
- ❑ A new focus will be the review of back office/medical research development proposals.
- ❑ Monitoring the Third Harbor Tunnel and Central Artery depression projects to ensure that infrastructure consequences and environmental impacts have a minimal effect on Boston and its neighborhoods.

With the completion of the rezoning, the initial phase of the "Plan for Boston" will be complete. The next phase will provide detailed master plans for downtown districts and neighborhoods, as well as development of a comprehensive plan to guide the growth in the 1990's and beyond. The Plan for Boston, comprising initiatives for revitalizing the harbor, building affordable housing and creating jobs, and diversifying and stabilizing Boston's economy, will be the City's guide to future growth.

5. REVITALIZING BOSTON'S WATERFRONT

Harbor Planning & Development objectives are designed to create and coordinate programs that promote balanced growth, new jobs, housing, economic investment, tax revenue, water transportation, and public access to land along the Harbor.

Job generating commercial development will be encouraged in the Charlestown Navy Yard for uses which include medical research, hotel, retail, leisure and recreational, and office space. Parcels 5, 6, and 7 (Yard's End) will be developed to include hotel and retail space. The New England Aquarium will also be relocated to the Charlestown Navy Yard. Over 115,000 square feet of commercial office space and 600,000 square feet of medical research space will be tentatively designated for development in FY90. Affordable housing will continue to be developed in Charlestown. Over 600 housing units will be designated with one-quarter under construction in FY90. Improvement to the water transportation system will continue in cooperation with the City's Transportation Department and other agencies.

Harbor Planning & Development will contribute to the protection of Downtown Waterfront/Inner Harbor Piers by coordinating with the Central Artery planning program to ensure that the transportation needs of the Harbor neighborhoods are met. Community-based planning and zoning initiatives will continue, and include:

- ❑ Completion of the Charlestown Navy Yard Master Plan, the largest historic preservation effort in the country. Construction in the Navy Yard will include \$850 million in investment and provide 6,700 construction jobs and 4,575 permanent jobs. In addition, 25% of all housing in the Navy Yard will be affordable to working families.
- ❑ Completion of permanent zoning regulations for the Harborpark area.
- ❑ Community review of the Charlestown IPOD.
- ❑ Finalizing guidelines and standards for the 20-mile segment of Harborwalk which stretches from Little Mystic Channel in Charlestown to Fish Pier in South Boston.
- ❑ Pedestrian-oriented uses, and the reuse plan for the Northern Avenue Bridge in the Fort Point Channel area.
- ❑ Completing improvements to Shipyard Park, Pier 3, to provide access and open space in the Harborpark area.
- ❑ Complete the construction of an additional three (3) lineal miles of Harborwalk, bringing the total complete to-date to more than 14 miles.
- ❑ Gain state approval of Boston's Harbor Plan, which will govern Chapter 91-Tidelands licensing for waterfront projects.

PROGRAM RESPONSIBILITIES

The program is designed to provide a comprehensive overview of the program's responsibilities. This section outlines the key areas of responsibility and the roles of the program staff. The program is responsible for the following:

Program Management and Administration

The program management and administration team is responsible for the overall management of the program. This includes the development and implementation of the program's strategic plan, the management of the program's budget, and the oversight of the program's operations. The team also ensures that the program is in compliance with all applicable laws and regulations.

Program Development and Evaluation

The program development and evaluation team is responsible for the development and evaluation of the program's activities. This includes the identification of program needs, the development of program goals and objectives, and the implementation of program activities. The team also monitors the program's progress and evaluates its effectiveness.

Program Marketing and Outreach

The program marketing and outreach team is responsible for the promotion and outreach of the program. This includes the development and implementation of the program's marketing strategy, the management of the program's public relations, and the oversight of the program's outreach activities. The team also ensures that the program is accessible to all interested parties.

PROGRAM RESPONSIBILITIES

To assure that the BRA policy agenda is met, each department within the agency has specific functional and programmatic responsibilities. Neighborhood Planning and Zoning, Urban Design and Development, Harbor Planning and Development, Neighborhood Housing and Development, Engineering and Design Services, and Policy Development and Research, provide the direct delivery of planning and development services to the community. The General Counsel, Administration and Finance, and Real Estate Services Departments provide indirect or support services to the other BRA departments.

NEIGHBORHOOD PLANNING AND ZONING

The Neighborhood Planning and Zoning Department coordinates planning and zoning activities for the neighborhoods of Boston, the public review process, and responds to public inquiries regarding zoning. Specific neighborhood planning initiatives include developing interim and final zoning, and coordinating master planning and special neighborhood zoning studies. The Department reviews Board of Appeal applications and prepares recommendations for the Boston Redevelopment Authority Board. The Department is the liaison to, and provides staff assistance for, the Zoning Commission.

URBAN DESIGN & DEVELOPMENT

The Urban Design and Development Department undertakes development and design review of all major projects, both private and public, within the Downtown and Back Bay areas. The Department also provides design review services, in conjunction with other BRA departments, for major institutional and selected neighborhood residential and commercial projects in other parts of the City. During FY90 the Department will prepare comprehensive planning and design analyses for the Downtown Special Study areas. Urban Design and Development manages the disposition process for BRA-owned land and buildings in Central Boston.

HARBOR PLANNING AND DEVELOPMENT

The Harbor Planning and Development Department creates and coordinates programs to promote balanced growth and public access along Boston's waterfront. The Harborpark plan emphasizes water transit, public parks, area master plans, and public access. Special projects which this Department plans and implements include Harborwalk, Harbor transportation, Harborpark housing development, and the development of the Charlestown Navy Yard. Harbor Planning and Development

coordinates community participation with neighborhood groups and the Harborpark Advisory Committee.

NEIGHBORHOOD HOUSING AND DEVELOPMENT

The Neighborhood Housing and Development Department is charged with securing an equitable share of the benefits produced by the area economy, in the form of affordable housing and improved neighborhood environments, for residents of Boston. The primary focus is neighborhoods where, because of a variety of social and economic factors, the quality of housing and the neighborhood environment is poor. In carrying out its mission, the Department seeks an important role for citizens in formulating and implementing plans to expand the supply of affordable housing, to rebuild neighborhoods, and to increase economic opportunities. The Department achieves these objectives by managing affordable housing development on BRA-owned land, and economic development in Boston's neighborhoods.

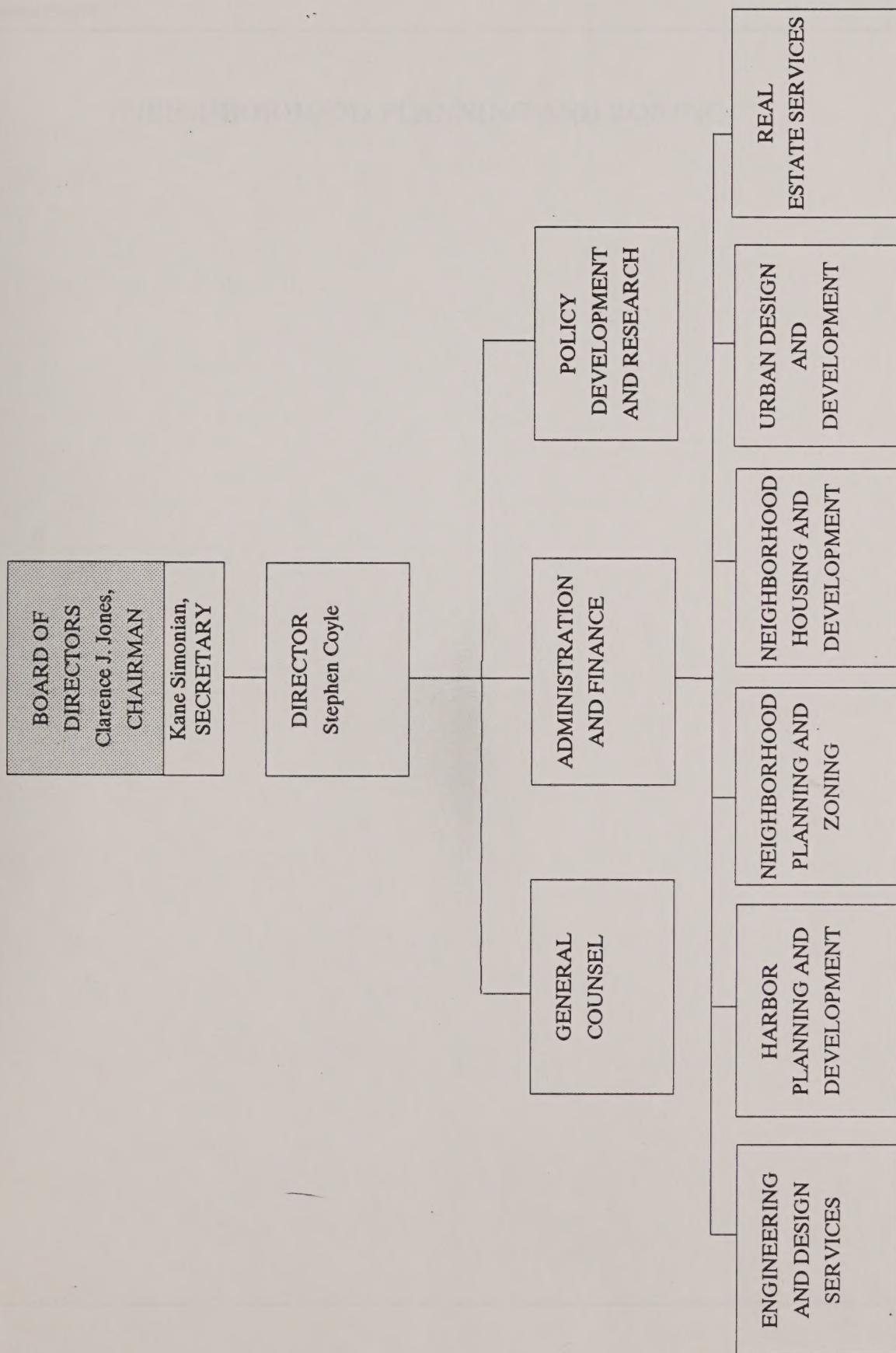
ENGINEERING AND DESIGN SERVICES

The Engineering and Design Services Department provides technical expertise in the areas of engineering, design, computer graphics, mapping and modelling services, and environmental and transportation review. The Department manages the BRA's capital projects, and is responsible for Charlestown Navy Yard master planning and design review. Engineering and Design Services assists in the preparation, execution, and supervision of contracts for public improvement projects, and provides technical review services on development proposals.

POLICY DEVELOPMENT AND RESEARCH

The Policy Development and Research Department conducts analytic research on Boston's economy to provide the basis for policy recommendations on planning and development matters. The Department collects, analyzes, and provides information and projections on demographic and market trends, including: population, employment, office and hotel market trends; service and manufacturing economy potential; housing needs; private development initiatives; and public investment opportunities. Of particular importance to the Department in FY90 will be its conference on Boston the Metro Region Economy, preparation for the 1990 Census, and research on the emergence of the biomedical research and technology economy as the leading component of Boston's economic growth in the 1990s.

Table of Organization



NEIGHBORHOOD PLANNING AND ZONING

NEIGHBORHOOD PLANNING AND ZONING

MISSION

The Neighborhood Planning and Zoning Department conducts and implements planning analyses and zoning initiatives for the neighborhoods of Boston. The Department oversees the overall revision and updating of the Zoning Code, coordinates the public review process, and responds to public requests regarding zoning. Specific neighborhood planning initiatives include interim and final zoning, master planning, and neighborhood zoning studies.

Neighborhood Planning and Zoning provides land use law expertise in drafting and reviewing zoning changes, reviews Board of Appeal applications, and provides recommendations on the referrals to the Boston Redevelopment Authority Board and Board of Appeal. The Department is the liaison to and staff for the Zoning Commission. Neighborhood Planning and Zoning performs institutional planning for the city and coordinates neighborhood input with institutional concerns. It also performs Board of Appeal reviews of institutional applications, conducts institutional master planning processes, and develops institutional zoning requirements.

FUNCTIONS

- ☐ Perform planning studies and analyses.
- ☐ Perform zoning analyses and revise the Zoning Code.
- ☐ Develop and implement land use policies for the neighborhoods.
- ☐ Coordinate the interim planning and re-zoning process for each neighborhood.
- ☐ Coordinate special neighborhood zoning studies and master plans.
- ☐ Review and make planning recommendations on Board of Appeal applications.
- ☐ Recommend and implement zoning code and map amendments.
- ☐ Staff and advise the Zoning Commission.
- ☐ Coordinate institutional master planning process with neighborhood planning and zoning processes.

Neighborhood Planning

Mission

Develop and establish neighborhood interim zoning plans, conduct comprehensive planning studies, and coordinate related activities leading to the adoption of final zoning regulations. Research and analyze neighborhood zoning issues. Organize effective community participation in neighborhood planning and zoning activities. Coordinate inter- and intra-agency efforts relating to these functions.

Priority I: Complete neighborhood planning and zoning studies leading to final planning and zoning recommendations.

Objective A: Complete Harborpark permanent zoning

- Quarter 1: ☐ Process proposed permanent zoning with the community.
☐ Present final draft of permanent zoning to the community.
☐ Petition Zoning Commission to adopt amendments.
☐ Advise Massachusetts Department of Environmental Protection on the proposed amendments to Chapter 91 regulations.

Related Departments: Harbor Planning & Development, Urban Design & Development

Objective B: Complete Roxbury permanent zoning.

- Quarter 1: ☐ Draft preliminary permanent zoning for review.
Quarter 3: ☐ Present permanent zoning proposals to BRA Board.
Quarter 4: ☐ Petition Zoning Commission to adopt amendments.

Related Departments: Urban Design & Development, Neighborhood Housing & Development

Objective C: Complete Allston-Brighton permanent zoning.

- Quarters 1-4 ☐ Link Institutional Master Plans and projects with institutions and community.
Quarter 1: ☐ Draft preliminary permanent zoning for review.
☐ Propose urban design recommendations and concepts for Allston Landing.
Quarter 3: ☐ Present permanent zoning proposals to BRA Board.
Quarter 4: ☐ Petition Zoning Commission to adopt amendments.

Related Departments: Urban Design & Development

Objective D: Complete North End zoning.

- Quarter 1: ☐ Continue working sessions with Land Use Sub-Committee of North End-Waterfront Neighborhood Council.
☐ Present draft of revised zoning to community for public review.
- Quarter 2: ☐ Present zoning proposals to BRA Board.
- Quarter 3: ☐ Petition Zoning Commission to adopt amendments.

Related Departments: Urban Design & Development

Objective E: Develop permanent zoning and urban design concepts for Dorchester Avenue.

- Quarter 1: ☐ Develop draft design guidelines for community review.
☐ Complete land use and urban design analyses sufficiently to propose permanent zoning.
- Quarter 3: ☐ Present permanent zoning proposals to BRA Board.
- Quarter 4: ☐ Petition Zoning Commission to adopt amendments.

Related Departments: Urban Design

Objective F: Complete Washington Street Corridor zoning and urban design in the Roxbury neighborhood.

- Quarter 3: ☐ Propose draft of permanent zoning and urban design concepts for Roxbury sector.
☐ Present permanent zoning proposals to BRA Board as part of Roxbury zoning.
☐ Petition Zoning Commission to adopt amendments as part of Roxbury zoning.

Related Departments: Neighborhood Housing & Development, Urban Design & Development

Priority II: Conduct and coordinate neighborhood planning & zoning studies preliminary to development of final planning and zoning recommendations.

Objective A: Begin Charlestown IPOD and conduct land use analyses.

- Quarter 2: ☐ Propose IPOD amendment to BRA Board.
☐ Petition Zoning Commission to adopt IPOD.

Related Departments: Harbor Planning & Development

Objective B: Begin West Roxbury IPOD and conduct land use analyses.

- Quarter 1: ☐ Petition Zoning Commission to adopt IPOD.
- Quarters 2-4: ☐ Conduct planning and land use analyses.

Related Departments: Urban Design, Landscape Architecture

Objective C: Conduct planning and zoning analyses for East Boston IPOD.

Quarters 1-2: ☐ Work with Urban Design Department and consultant to develop plan for East Boston Waterfront.

Quarter 3: ☐ Complete land use base data analysis through work with Research Department and CLUIS.

Related Departments: Urban Design, Research

Objective D: Adopt Mission Hill IPOD and begin land use analyses.

Quarter 1: ☐ Develop draft Mission Hill IPOD.

Quarters 1 & 2: ☐ Review IPOD with community.

Quarter 2: ☐ Propose IPOD to BRA Board.

☐ Petition Zoning Commission to adopt IPOD.

Related Departments: Special Projects

Objective E: Conduct planning and zoning analyses for Jamaica Plain.

Quarters 1-4: ☐ Work with Urban Design & Development Department to develop open space plan.

☐ Coordinate discussions with community concerning planning and urban design issues on Washington Street.

☐ Maintain database files and notebook of planning and design analyses and data.

☐ Conduct planning analyses leading to final zoning.

☐ Coordinate discussions with Neighborhood Housing & Development Department concerning affordable housing and other housing issues.

Related Departments: Urban Design & Development, Neighborhood Housing & Development

Objective F: Begin discussions with Mattapan community for reviewing zoning.

Quarters 2-4: ☐ Begin discussions with communities concerning planning and zoning issues and goals.

☐ Develop draft revised zoning or IPOD draft with community.

Priority III: Provide technical assistance to other departments in the development of IPODs and Zoning Plans.

Objective A: Assist Special Projects in developing Fenway-Kenmore IPOD.

Quarters 1-4: ☐ Assist in development of IPOD draft with community.

☐ Develop Institutional Master Plan Zoning.

Related Departments: Special Projects-Institutional Planning, Urban Design & Development

Objective B: Assist Special Projects in developing Columbia Point Masterplan.

Objective C: Assist Special Projects in developing Fort Point District IPODs.

- Quarters 1-4:
- ☐ Assist in development of IPOD drafts with community.
 - ☐ Propose IPOD amendments to BRA Board.
 - ☐ Petition Zoning Commission to adopt IPODs.

Objective D: Assist Master Plan process for the South End concerning planning and zoning issues.

- Quarters 1-4:
- ☐ Assist in addressing issues concerning the disposition of SENHI Phase II parcels and other BRA-owned parcels.
 - ☐ Assist in planning and urban design issues on Washington Street.

Objective E: Finalize permanent zoning plan for Chinatown.

- Quarter 1:
- ☐ Assist in development of draft zoning and related materials with community.

Related Departments: Neighborhood Housing & Development, Urban Design & Development

Objective F: Interact with the Mayor's Office of Neighborhood Services, City of Boston Transportation Department, and other city agencies on neighborhood issues.

- Quarter:
- ☐ Conduct regular meetings with Mayor's Office of Neighborhood Services and as needed with Transportation Department and other City Agencies.

Related Departments:: Neighborhood Housing & Development, Urban Design & Development

Institutional Planning

Mission

The development and establishment of an institutional planning framework is vitally important to allow the City of Boston and its neighborhoods to properly address the benefits and impacts of the potential expansion of medical, educational, and cultural institutions. The development of such a framework must take place within the context of the City's neighborhood planning, economic development, and land use policies, and must be fully coordinated with the City's Technopolis Center planning. Through the establishment of such a framework an institutional plan for the City of Boston can be created which allows such growth to occur with maximum community benefits and minimal community impacts.

Priority I: Complete Institutional Master Planning and Longwood Medical Area Master Planning which will lead to the establishment of an institutional planning framework and coordinate institutional expansion with the city-wide Technopolis plan.

Objective A: Initiate and complete reviews of fifteen (15) Institutional Master Plans.

- Quarter 1:** ☐ Review eight (8) submitted Master Plans for completeness: St. Elizabeth's Hospital; Brigham and Women's Hospital; Boston College; New England Medical Center; Harvard Medical School; Northeastern University; New England Deaconess Hospital; and Beth Israel Hospital.
- Quarter 2:** ☐ Review seven (7) submitted Master Plans for completeness: Children's Hospital; Spaulding Rehabilitation Hospital; WGBH Educational Foundation; Joslin Diabetes Clinic; Mass. College of Pharmacy; Tufts University; and Wentworth Institute of Technology.
- Quarter 3:** ☐ Conduct substantive review of eight (8) submitted Master Plans.
 ☐ Conduct substantive review of seven (7) submitted Master Plans.
- Quarter 4:** ☐ Complete community review process for eight (8) Master Plans.
 ☐ Complete community review process for seven (7) Master Plans.
 ☐ Present eight (8) Master Plans for BRA Board approval.
 ☐ Present seven (7) Master Plans for BRA Board approval.

Objective B: Conduct Longwood Medical Area Master Planning with the Medical Area Service Corporation (MASCO).

Quarter 1: ☐ Define existing conditions and needs of Longwood Medical Area (LMA).

☐ Define potential 10-year growth and impacts.

Quarter 2: ☐ Define mitigative measures to address growth and impacts.

Quarter 3: ☐ Conduct thorough community review process with Mission Hill and Fenway neighborhoods.

Quarter 4: ☐ Develop final LMA Master Plan and its major elements.

☐ Present Final Plan to MASCO Board of Directors and Fenway and Mission Hill.

☐ Present Final Plan to BRA Board for approval.

Related Department: Policy Development & Research

Priority II: Undertake project planning and review processes which will lead to on-site and off-site planning and development, in addition to community benefits of such planning.

Objective A: Conduct review processes for 22 proposed institutional development projects.

Quarters 1-2: ☐ Conduct review processes for 7 proposed institutional development projects: Harvard University's Morgan Hall expansion; St. Margaret's Hospital relocation; N.E. Deaconess' Support Services Facility; Harvard Medical School's East Quadrangle Research Facility, D-2 Building expansion, and underground parking facility; Boston University Armory Development; St. Elizabeth's parking garage; and Northeastern University's parking facility.

Quarters 3-4: ☐ Conduct review process for 15 proposed institutional development projects: Beth Israel's Neo-Natal Intensive Care Unit (NNICU) and In-Patient Facility; Harvard University's Baker Library renovation; Boston College's parking facility, Campus Center, and dormitory project; New England Deaconess' Clinical Facility; Mass. General's In-Patient Tower II; Brigham and Women's Clinical Support Facility; Mass. College of Pharmacy redevelopment; Joslin Clinic's Research Facility; New England Medical Center's Clinical Facility; Mass. College of Art redevelopment; Northeastern University's Engineering College; and Boston University's School of Management.

Related Department: Urban Design & Development

Objective B: Initiate institutional development at off-site locations, including Technopolis Centers.

Quarters 1-4: ☐ Complete Master Planning processes which will define cumulative impacts of on-site development analyses.

☐ Initiate planning processes with institutions to mitigate impacts through off-site development.

- ☐ Initiate development processes for off-site locations.

Related Departments: Urban Design & Development, Policy Development & Research

Objective C: Conduct special institutional planning projects pertaining to employment training at major medical institutions.

- Quarter 1: ☐ Initiate planning process for development of job training programs with Boston Public Schools and 4 major medical institutions.

- Quarter 2: ☐ Develop program for review and approval by major medical institutions.
☐ Submit program proposal to BRA Board for approval.

- Quarter 4: ☐ Expand program to 4 new major medical institutions.

Objective D: Review non-major institutional development projects.

- Quarter: ☐ Submit recommendations to BRA Board on ZBA petitions on an ongoing basis.

Objective E: Work with Land Use Law to develop Institutional Master Plan zoning amendment.

- Quarter 1: ☐ Conduct community and institutional review process.

- Quarter 2: ☐ Present amendment to BRA Board for adoption.

- Quarter 3: ☐ Petition Zoning Commission to adopt amendments.

Zoning

Mission

Recommend amendments to the Zoning Code for the Downtown area and the Neighborhoods after promoting public review and comment on amendments. Provide inter- and intra-agency liaison on zoning matters. Review of Board of Appeal cases, including, but not limited to, variance and conditional use permit applications, interim planning permit applications, and Planned Development Areas (PDA). Facilitate design review by the Urban Design & Development Department as required by the Board of Appeal.

Priority I: Process and write Board of Appeal reviews and recommendations and revise the Zoning Code.

Objective A: Continue the active involvement with neighborhood groups and residents in the review of Board of Appeal cases, and conduct timely reviews and recommendations on all Board of Appeal cases.

Quarters 1-4: ☐ Complete recommendations for an estimated 1,500 Board of Appeal cases.
☐ Work with MONS, Law Department and other BRA staff to develop hearing examiners system and to expand neighborhood participation in Board of Appeal and Zoning Commission matters.

Related Departments: Neighborhood Housing & Development, Urban Design & Development, Mayor's Office of Neighborhood Services

Objective B: Amend the Zoning Code, as required, through the completion of community based planning and re-zoning programs and policy studies for the Downtown area and the neighborhoods.

Quarters 1-4: ☐ Petition Zoning Commission to adopt BRA recommended Zoning Code amendments after ensuring ample public participation in the amendment process.
☐ Develop recommendations on Zoning Code revisions.
☐ Provide information on Zoning Code and amendments to the public.

Objective C: Act as liaison to the Zoning Commission.

Quarters 1-4: ☐ Schedule Zoning Commission Meetings and report on progress.
☐ Advise Zoning Commission on zoning issues.

Priority II: Coordinate and administer Board of Appeal.

Objective A: Act as liaison to Board of Appeal, the Mayor's Office of Neighborhood Services, Inspectional Services Department, and Corporation Counsel's Office.

Quarter 1-4: ☐ Process Board of Appeal reviews.

Objective B: Maintain record of concurrence rate of BRA recommendations and Board of Appeal decisions.

- Quarters 1-4: ☐ Submit a weekly report on Board of Appeal decisions and BRA recommendations.
- ☐ Include in the Board package a summary of Board of Appeal recommendations, the number and type of variances and interim planning permit cases processed, and the status of cases receiving design review.

Objective C: Develop program for redrafting the zoning maps.

- Quarter 2: ☐ Work with City of Boston Management Information Systems Department and verify zoning lines on new maps.

Related Departments: Engineering and Design Services

Land Use Law

Mission

Provide legal assistance and advice in the carrying out of land use policy through zoning code revision.

Priority I: Complete zoning amendments for rezoning of Neighborhood Districts and Interim Planning Overlay Districts.

Objective A: Provide legal assistance and advice on the development and adoption of Interim Planning Overlay Districts and permanent zoning for Neighborhood Districts.

Quarter 1: ☐ Complete permanent zoning amendments for Harborpark and Chinatown Neighborhood Districts.

Quarters 1-2: ☐ Draft interim zoning amendments for Fenway and Mission Hill neighborhoods.

Quarters 1-4: ☐ Produce memoranda to advise staff on legal issues related to land use, planning and zoning issues.

Quarter 2: ☐ Draft interim zoning amendment for Charlestown.

Quarters 2-3: ☐ Draft permanent zoning amendments for Allston-Brighton, Roxbury, the North End, and Dorchester Avenue.

Quarter 3-4: ☐ Draft interim zoning amendments for Fort Point and Mattapan.

Priority II: Complete zoning amendments for new generic districts and recodification of Zoning Code.

Objective A: Provide legal assistance and advice on the development and adoption of new generic zoning districts.

Quarter 1: ☐ Complete zoning amendments for Two, Three and Six-Family Residential Districts, Neighborhood Business Districts, Conservation Planning Overlay District, and Institutional District.

Objective B: Provide legal assistance and advice in recodification of the Zoning Code.

Quarter 3: ☐ Complete recodification of Zoning Code.

Objective C: Provide legal assistance and advice on the development and adoption of technical amendments to the existing zoning code, correcting inconsistencies, ambiguities, and inadequacies.

Quarters 1-4: ☐ Complete technical amendments to the existing zoning code.

Objective D: Provide legal assistance and advice to Institutional Planning.

Quarter 1: ☐ Complete Institutional Master Plan Zoning Amendment.

URBAN DESIGN & DEVELOPMENT

URBAN DESIGN & DEVELOPMENT

MISSION

The Urban Design and Development Department undertakes review of all major projects, both private and public, within the Downtown and Back Bay areas. The Department provides review services, with other BRA departments, for major institutional and selected neighborhood residential and commercial projects. During FY90, the Department will prepare comprehensive planning and design analyses for the downtown special study areas. Urban Design and Development manages the disposition of BRA and some City owned land and buildings in central Boston. In addition, the Department is responsible for carrying out the Midtown Cultural District Plan.

FUNCTIONS

- ❑ Manage development and design review of downtown, selected neighborhood, and major institutional development proposals, with particular emphasis on priority projects of the BRA.
- ❑ Prepare and distribute developers kits for major BRA owned and selected City owned disposition parcels.
- ❑ Analyze the financial aspects of a variety of public and private development proposals.
- ❑ Contribute to the BRA's intensive downtown and neighborhood housing production efforts through direct project management and collaboration with other departments.
- ❑ Develop district design studies for the selected special study areas designated in the new Downtown Zoning and assist those departments completing comparable studies elsewhere in the City.

Downtown Planning

Mission

Develop and carry out a community-based, comprehensive planning process for each of the Downtown Special Study areas created by the Downtown Zoning. Coordinate other departments in preparation of Downtown Special Study Area analyses. Assist Neighborhood Planning and Zoning by providing urban design assistance in preparation of neighborhood IPODs and permanent zoning.

Priority I: Special study and neighborhood planning activities.

Objective A: Complete the Master Plan and final zoning for Chinatown and Harborpark.

Quarter 2: ☐ Chinatown and Harborpark Zoning approval

Objective B: Assist the Neighborhood Planning and Zoning Department in the preparation of urban design recommendations for East Boston, Roxbury and Allston/Brighton.

Quarter 1: ☐ Roxbury and Allston/Brighton urban design analysis and IPOD completion

Objective C: Coordinate comprehensive community planning, urban design analysis and zoning for Special Study Areas created by Downtown IPOD: Financial, Leather, Cambridge Street, and Huntington Avenue/Prudential Center Districts.

Quarter 1: ☐ BRA Board approval and Zoning Commission approval of Huntington Avenue/Prudential Center

Quarter 2: ☐ BRA Board approval and Zoning Commission approval of Financial, Leather and Cambridge Street Districts

Objective D: Work on urban design studies and final zoning recommendations for Central Artery, Fort Point Channel, Government Center and Bulfinch Triangle.

Quarter 3: ☐ BRA Board approval

Quarter 4: ☐ Zoning Commission approval

Development Review

Mission

Manage development review process pursuant to Article 31 for development proposals, giving particular emphasis to major capital investment projects which promote a new economy and Midtown Cultural District proposals. Manage or assist other departments in managing the disposition of selected publicly-owned parcels to achieve critical policy objectives. Manage or assist other departments in managing development review of major back office/medical research development proposals. Assist Neighborhood Housing and Development in production of affordable housing through provision of design review and financial analysis services. Make recommendations on all other Downtown Board of Appeal referrals.

Priority I: For Downtown and Back Bay projects, manage the Article 31 development review process leading to recommendations as to requested zoning relief for priority projects. Milestones within the Article 31 process include the project notification forms and draft and final impact reports from developers and adequacy determinations from staff, which inform and promote decision-making with regard to development proposals.

Objective A: Redevelop the Prudential Center with the addition of 1.4 - 1.8 million square feet of office, housing and retail uses in order to achieve public benefits (housing, jobs, and environmental enhancement), as well as more compatible urban design.

Quarter 1: ☐ BRA Board Development Plan approval and Chapter 121A amendment

Quarter 2: ☐ BCDC review

Quarter 2: ☐ Zoning Commission

Objective B: Conduct development review of North Station. This project, the New Boston Garden Development, will combine a variety of interrelated uses. As currently planned, Phase I involves the construction of a multi-purpose sports arena on a site immediately behind (north) the existing Boston Garden. Phase II will include two buildings, one office and one office/hotel, an approximately 1,100-space underground parking garage and a multi-story public concourse. Four levels of retail and related uses, including train ticketing facilities, will be located in the bases of the office buildings surrounding the concourse. Phase III will create an office and/or hotel building on Nashua Street to the west of the new Boston Garden.

Quarter 1: ☐ BCDC review

Quarter 2: ☐ FPIR submitted

- Quarter 3:
 - ☐ BRA zoning approval
 - ☐ Zoning Commission approval
 - ☐ Design review
 - ☐ Final Designation

- Objective C:** Conduct development review of the Harvard Club Garage. The Harvard Club Garage is a proposed 430-car parking facility located to the west of Massachusetts Avenue on Newbury Street. The site is currently used as a 110 car surface parking lot.
- Quarter 1:
 - ☐ Submission of DPIR
- Quarter 2:
 - ☐ Issuance of Preliminary Adequacy Determination
 - ☐ Submission of FPIR
- Quarter 3:
 - ☐ Issuance of Adequacy Determination
 - ☐ BRA Board action
- Quarter 4:
 - ☐ Zoning Board of Appeals action

- Priority II:** For Midtown Cultural District projects, manage the Article 31 review process.

- Objective A:** Conduct development review of Commonwealth Center, a two-phase, 1.7 million gross square foot project. Phase I, to begin construction in early 1990, includes 775,000 GSF of office space, a 420 room hotel, 100,000 GSF of retail space, daycare space, and the renovation of the Paramount Theater into 2 cultural facilities (499 and 199-seats) and 1,000 parking spaces. Phase II, expected to begin construction in the spring of 1994, involves 550,000 GSF of office space and 8,000 GSF of retail space.
- Quarter 1:
 - ☐ Design review
 - ☐ Zoning Board of Appeals approval
 - ☐ Receipt of FPIR
 - ☐ Issuance of Adequacy Determination
- Quarter 2:
 - ☐ Submission of Day Care Plan
 - ☐ Design development and working drawings approval
 - ☐ Issuance of Building Permit for Phase I

- Objective B:** Conduct development review of Boston Crossing, a 2.9 million square foot mixed-use development project. The complex will include a rebuilt Jordan Marsh store with an office tower above, an enlarged specialty retail complex to replace the Lafayette Place Mall, and a 5-story Bloomingdale's department store with a second office structure above. A museum, daycare space, and cultural facilities are also part of the project.
- Quarter 1:
 - ☐ BRA and Mayoral approval of Al Jordan and Lafayette Place Chapter 121A amendments

- ☐ Home Rule petition for special legislation filing
- ☐ Real Property surplus vote
- ☐ Public Improvement Commission discontinuance vote
- ☐ Public Facilities designation and conveyance votes
- ☐ FPIR review
- Quarter 2: ☐ City Council confirmation of surplus vote and transfer of discontinued parcels
- Quarter 3: ☐ Submission of Day Care Plan
- ☐ Design review completed

- Objective C:** Conduct development review of 90 Tremont Street, a proposal to develop the Dini's site on Tremont Street for office use along with air-rights development over the adjacent Tremont Temple. Purchase of the air-rights would fund the restoration of the Temple, a Class III historic building and restoration of Converse Hall, an 1,800 seat auditorium which would be made available for cultural uses.
- Quarter 1: ☐ Schematic Design approval
- ☐ DPIR review
- Quarter 2: ☐ BRA zoning approval
- Quarter 3: ☐ Zoning Board of Appeal approval
- ☐ Design Review completed

- Objective D:** Conduct design review of 45 Province Street, a 14-story office building with ground floor retail and a 4,000 square foot daycare center. Public improvements to Bosworth Street, including a small urban park and restoration of the Province House steps, are planned.
- Quarter 1: ☐ Complete design development review and approval
- ☐ Public Improvement Commission approval
- ☐ Execution of DIP Agreement

- Objective E:** Conduct development review of 110-120 Tremont Street, originally proposed as a 200 foot building of new construction. The developer is currently looking at scenarios which would preserve, in part, one or both of the buildings on-site with new development above.
- Quarter 1: ☐ Status uncertain pending developer's revised proposal for site

- Objective F:** Conduct development review of Parkside projects at 165 and 172 Tremont Street, originally proposed as two residential buildings of 155 feet. Difficulties in getting financing for the projects have led to a possible change of use proposal for a hotel at 165 Tremont Street.
- Quarter 1: ☐ Status uncertain pending Chapter 11 outcome

Objective G: Conduct design review of 144-150 Boylston Street, including 53 residential condominium units and two floors of commercial space with a health facility. Parking will be located in 2 to 4 floors below the ground floor level and in portions of the third and fourth floors.

Quarter 1: ☐ Change of use contemplated; potential reanalysis of impacts and design

Priority III: Manage the disposition of publicly owned parcels.

Objective A: Conduct development review for Parcel-to-Parcel Linkage Program, including One Lincoln Street downtown and Ruggles Center in Roxbury. The program promotes economic development in Roxbury, provides for minority participation in major real estate development, in addition to substantial, on-going community benefits such as childcare facilities and a community development fund.

Quarter 1: ☐ City Council actions
☐ Public Facilities Commission actions
☐ Real Property Board actions
☐ Final designation

Quarter 2: ☐ Design review

Objective B: Conduct development review of the Park Square parcel, the last remaining site in the Park Plaza Urban Renewal area, which is irregularly configured and relatively small. The Parcel-to-Parcel II Linkage development connects the Park Square site downtown to the Washington Street site in the South End. A portion of the economic value created by a mixed-use development comprised of office, residential, and retail space at Park Square will be used to leverage the development of homeownership and transitional housing on the neighborhood site.

Quarter 2: ☐ DPIR review

Quarter 3: ☐ FPIR issued
☐ BCDC review

Quarter 4: ☐ Zoning approved
☐ BRA final designation

Objective C: Help conduct development review of Sargent's Wharf and Pilot House Extension, a mixed-use development including 100 units of affordable housing as well as market rate housing on Parcel B-3 in the Downtown Waterfront - Faneuil Hall Urban Renewal Area. This parcel, known as Sargent's Wharf, is the last remaining publicly owned waterfront site along the downtown inner harbor. Located in an inner harbor residential area, Sargents Wharf directly adjoins Boston's historic North End residential neighborhood and is within walking distance of Quincy Market, Government Center and the Financial District.

Quarter 1: ☐ Review developers submissions

- ☐ Tentative designation of community partner
- Quarter 2: ☐ Tentative designation
- Quarter 4: ☐ Final designation
- Objective D:** Conduct development review of the Custom House. In addition to adherence to preservation standards, the original Custom House will be used for public space with limited retail and office space ancillary to this cultural use. The tower (4th floor and above) may be renovated as office space.
- Quarter 1: ☐ Article 31 process
- Quarter 2: ☐ Construction start
- Objective E:** Assist in disposition of Central Wharf, including the redevelopment of the current New England Aquarium site (Parcel A-4) and Parcel A-3N into a mixed-use development with office, hotel and residential uses. The buildout will be approximately 850,000 gross square feet.
- Quarter 1: ☐ Issue RFQ
- Quarter 2: ☐ Review of RFQ submissions
☐ Preparation of RFP
- Quarter 3: ☐ Review of RFP submissions
- Quarter 4: ☐ Selection of developer
- Objective F:** Conduct development review of South Station. The development of BRA air-rights is proposed to include research and development space, along with office and hotel uses, and a multi-level parking structure. The development will foster the expansion of the bio-medical and research uses which already exist within the Boston area, expanding employment opportunities in an area which can complement the office economy. South Station's proximity to the airport, public transit, the downtown Business District and several medical centers provides an ideal location for the biomedical and research uses to be developed.

Up to 2 million square feet of development will be allowed on the South Station Air-Rights. Priority will be given to teams with the greatest amount of program dedicated to new economic activities.
- Quarter 1: ☐ Issue RFQ
- Quarter 2: ☐ Review RFQ responses
☐ Issue RFP
☐ Review RFP responses
☐ Selection of developer
- Quarter 3: ☐ Initiate Article 31 review
☐ BCDC review
☐ Design review

- | | |
|---------------------|--|
| Quarter 4: | ☐ BRA Zoning approval
☐ Zoning Commission approval |
| Objective G: | Conduct disposition process/development review for the Public Safety Center. |
| Quarter 1: | ☐ Assist in programming analysis and analyses of publicly-owned sites available for disposition
☐ Draft RFP |
| Quarter 2: | ☐ Review RFP responses
☐ Recommend developer |
| Quarter 3: | ☐ City actions
☐ Initiate Article 31 |
| Priority IV: | Development review of affordable housing, back office and research space. |
| Objective A: | Provide urban and architectural design review assistance to support the production of affordable housing. |
| Objective B: | Manage or assist in managing development review of back office/medical research development proposals. |
| Objective C: | Conduct development review of Olmsted Plaza, the proposed redevelopment of the former Sears, Roebuck and Co. warehouse and distribution center (1,299,986 gsf) into offices and R & D labs with retail uses on the ground floor. New buildings for offices, hotel, and parking are also proposed for the 8.9 acre site. The proposed total buildout including the above-grade parking structure is 2,230,000 gsf. |
| Quarter 1: | ☐ Initiate Article 31 process
☐ Review of DPIR
☐ Submission of FPIR
☐ Design review
☐ BCDC review |
| Quarter 2: | ☐ BRA zoning approval
☐ Zoning Commission approval |

Objective D: Conduct design review of Boston Science Center. The Boston Science Center is a two-building, single phase biomedical research facility containing 593,940 GSF of research space, a 4,950 GSF daycare facility, and parking for 626 cars. The project is located on Southamptn Street adjacent to the Southeast Expressway. The project is expected to begin construction in the fall of 1989 with completion in the summer of 1991.

Quarter 1: ☐ Design development approval

Quarter 2: ☐ Working drawings approval

Midtown Cultural District

Mission

The Midtown Cultural District Development team will work to implement the City of Boston's Midtown Cultural District Plan to direct growth toward an underutilized area of the City, to create additional performing arts and visual arts spaces, to provide opportunities for Boston area visual artists, to create new day care facilities, and to provide for the protection and expansion of the bordering Chinatown neighborhood.

The Midtown Cultural District Development will work in close association with the Midtown Cultural District Task Force and other appropriate community groups to accomplish this mission.

Objective A: Finalize plans and execute agreements for the creation of four new additional theaters in the Midtown Cultural District.

Quarter 2: ☐ Assist in the negotiation of a Memorandum of Understanding between private developers, the BRA and the Boston Cultural Corporation.

Quarter 3: ☐ Review and approve plans and specifications for the individual facilities to ensure compliance with specifications as set forth in the Midtown Cultural District Plan.

Objective B: Assist the new Boston Cultural Corporation in its efforts to become the managing entity for the new cultural facilities.

Quarter 1: ☐ Assist the Boston Cultural Corporation in its efforts to create a 501 C 3, non-profit, tax exempt corporation.

Quarter 2: ☐ Assist in Board development.
☐ Provide in-kind services as necessary.

Objective C: Develop, approve and execute a Streetscape Plan for the Midtown Cultural District.

Quarter 1: ☐ Coordinate the efforts of the Public Works Department, the Mayor's Office of Capital Planning, and the Transportation Department as it relates to infrastructure improvements in the Midtown Cultural District.

Quarter 2: ☐ Develop streetscape guidelines in conjunction with City departments, the consultant team and constituent groups.

Quarter 3: ☐ Identify and secure financing for at least 50% of the proposed streetscape improvements in the Midtown Cultural District.
☐ Advocate for and ensure the participation of artists in the planning and execution of the streetscape design.

Objective D: Assist in the private development of new day care facilities in the Midtown Cultural District.

Quarter 1: ☐ Provide real estate developers with the information and resources necessary to plan and construct day care facilities.

Quarter 2: ☐ Develop child care regulations pursuant to Article 38 of the Boston Zoning Code for BRA Director and Board approval.

☐ Work with the State Office for Children and the Greater Boston Real Estate Board to make appropriate and necessary changes in the state building code as it relates to child care facilities.

Objective E: Prepare an Open Space Plan for the Midtown Cultural District.

Quarter 1: ☐ Direct the consultant team in their preparation of an Open Space Study for the Midtown Cultural District.

Objective F: Initiate the planning and execution for a rebuilt Elliot Norton Park.

Quarter 2: ☐ Appoint a community Advisory Board to gain input for new park design.

Quarter 3: ☐ Develop final plans for a new Elliot Norton Park in conjunction with the community, a consultant team, the Parks Department and Office of Capital Planning.

☐ Develop financing plan; identify necessary capital.

Objective G: Coordinate the participation of the Midtown Cultural District Task Force and other constituent groups in the public design and review process of Midtown Cultural District development projects.

Quarter 1: ☐ Facilitate Task Force and constituent group meetings with real estate developers.

Quarter 2: ☐ Facilitate the community benefits negotiations process as necessary.

HARBOR PLANNING AND DEVELOPMENT

HARBOR PLANNING AND DEVELOPMENT

MISSION

The Harbor Planning and Development Department creates and coordinates programs that promote balanced growth and public access along Boston's waterfront. This Department undertakes review of all major waterfront projects in the Waterfront area, Inner Harbor, Charlestown and the Charlestown Navy Yard. It works closely with other BRA Departments on planning and project review in Harborpark Special Study Areas and in neighborhoods adjoining Harborpark. During FY90 the Department will coordinate preparation of the Harborpark Plan and assist in obtaining permanent zoning for the Harborpark area. Harbor Planning and Development coordinates community participation with neighborhood groups and the Harborpark Advisory Committee.

FUNCTIONS

- ☐ Manage development and design review of projects in the Waterfront area, Charlestown Navy Yard, Inner Harbor, selected neighborhood and major development proposals, with particular emphasis on priority projects that contribute towards attaining Harborpark goals.
- ☐ Contribute to the BRA's housing production and economic development efforts along Boston's waterfront and in adjoining neighborhoods through direct project management and collaboration with other departments.
- ☐ Plan and coordinate the Harborwalk program to provide public access to and along the entire water's edge.
- ☐ Administer the development of the Charlestown Navy Yard Master Plan and the Harborpark Plan and assist other departments undertaking Special Studies within the Harborpark area.
- ☐ Foster development of a water transportation system in cooperation with the Boston Transportation Department and other public agencies.
- ☐ Assist in promoting BRA public policy goals in cooperation with other public agencies that have jurisdiction over particular issues along the waterfront.
- ☐ Prepare and distribute developer kits for major BRA owned and selected publicly owned disposition parcels in the Harborpark area.

HARBORPARK

Mission

Carry out the Harborpark program to promote balanced growth in Boston's waterfront neighborhoods and public access along Boston's Harbor. Plan public and private capital construction programs within the Harborpark area to insure maximum compliance with program goals and objectives.

Priority I: Initiate and coordinate planning activities to rezone the waterfront and stimulate buildout of the Navy Yard.

Objective A: Promote and maintain continued development of the Charlestown Navy Yard.

- Quarter 1: ☐ Finalize the Charlestown Navy Yard Master Plan.
- ☐ Obtain adoption by Charlestown Neighborhood Council.
- ☐ Obtain approval by the BRA Board.
- Quarters 1-4: ☐ Coordinate on-street parking and cleaning.
- Quarter 2: ☐ Begin Charlestown IPOD process with initial community approvals.
- ☐ Install CNY signage.

Objective B: Administer development of the Harbor Plan.

- Quarter 1-2: ☐ Draft Harbor Plan with input from other agencies and departments.
- Quarter 3: ☐ Obtain approval of Harborpark Advisory Committee.
- Quarter 4: ☐ Obtain approval of Boston Redevelopment Authority Board.

Objective C: Complete permanent zoning for the Harborpark area.

- Quarter 1: ☐ Present permanent zoning proposals to BRA Board.
- ☐ Petition Zoning Commission to adopt amendments.

Objective D: Obtain approvals to proceed with relocation of N.E. Aquarium to CNY.

- Quarter 1: ☐ Charlestown Neighborhood Council approval.
- ☐ Tentative designation by the BRA Board.
- Quarter 2-4: ☐ Federal, state and city agency approvals.

Objective E: Finalize guidelines and standards for the 20 mile Phase 1 segment of Harborwalk, in the area from the Little Mystic Channel in Charlestown to Fish Pier in South Boston. Carry out the Phase 1 public access and design objectives for the Phase I area.

- Quarter 1: ☐ Contract for the Harborwalk brochure and signage guidelines executed.
- Quarter 2-4: ☐ Approval for Harborwalk brochure and signage design system.

Objective F: Continue to assist in the expansion and improvement of Courageous Sailing Center to provide maximum benefits to the youth of Boston.

Quarter 1: ☐ Assist in securing new floats and better utilization of existing space on and along Pier 4, Charlestown Navy Yard.

Priority II: Assist other departments in carrying out planning and zoning initiatives in Harborpark and related areas.

Objective A: Participate in the Fort Point Channel area planning process. Focus on pedestrian oriented uses, and the reuse plan for the existing Northern Avenue Bridge.

Quarter 1: ☐ Commence Phase II of Northern Avenue Project Study.

Objective B: Contribute towards adoption of permanent Harborpark zoning.

Quarter 1: ☐ Complete zoning build-out studies and analysis for the Inner Harbor Piers and Downtown Waterfront as may be necessary to enhance community understanding and support for permanent zoning.

Objective C: Contribute towards coordination of the Downtown Waterfront/ Inner Harbor Piers with Central Artery planning.

Quarter 1: ☐ Provide input as requested.

Objective D: Contribute towards planning and project review within Harborpark Special Study Areas.

Quarter 1: ☐ Provide financial analysis as requested.

HARBOR DEVELOPMENT

Mission:

Administer all public and private development projects in the Harborpark neighborhoods to ensure the maximum public benefit and compliance with planning and zoning policies. Manage the development review of major commercial and mixed use projects in the Harborpark area with particular focus on the Downtown Waterfront and Inner Harbor Piers. Manage or assist other departments in managing the disposition of selected publicly owned parcels that promote Harborpark policy objectives. Assist in planning and project review in Harborpark Special Study Areas and in areas adjoining the Downtown Waterfront and Inner Harbor Piers. Assist Neighborhood Planning and Zoning in promulgating permanent zoning for the Harborpark IPOD, with special emphasis on the Inner Harbor subarea.

Priority I: Complete disposition of Charlestown Neighborhood parcels for housing creation.

Objective A: Coordinate development of Parcel R-87, a twenty unit mixed-income housing project.

- Quarter 1: ☐ Administer RFP process.
- Quarter 2: ☐ Financial and design review.
- Quarter 3: ☐ Start construction.
- Quarter 4: ☐ Selection Process.

Objective B: Coordinate development of a twenty-six unit mixed-income project on Parcel C-2.

- Quarter 1: ☐ Complete financial transactions to allow for occupation of affordable units.

Objective C: Develop Parcel P-2 as a forty-two unit housing project with 52% of the units being affordable.

- Quarter 1: ☐ Final designation.
- Quarter 2: ☐ Commence construction.
- Quarter 3-4: ☐ Construction continues.

Priority II: Implement disposition and development of Charlestown Navy Yard parcels in a manner consistent with the Master Plan.

Objective A: Implement Charlestown Navy Yard Master Plan.

- Quarter 1: ☐ Publish Master Plan and bring to Neighborhood Council for approval.
- Quarter 2: ☐ Board approval of CNY Masterplan.

Objective B: **Develop Parcels 6 and 7 to include at least 600,000 square feet of medical research space.**

Quarter 1: ☐ Negotiate usage and development with developers.

Quarter 2: ☐ Tentative designation of developer.

Quarter 3: ☐ Design review.

Quarter 4: ☐ Final designation.

Objective C: **Coordinate hotel/retail development on Pier 5.**

Quarter 1: ☐ Finish negotiations with developers.

Quarter 2: ☐ Tentative designation.

Quarters 3-4: ☐ Design development.

Objective D: **Coordinate development of Building 104 for 50 units of affordable housing.**

Quarter 1-2: ☐ Obtain tentative designation.

Quarter 3: ☐ Design review.

Quarter 4: ☐ Final designation.

Objective E: **Coordinate a 400 housing unit development on Parcel 4.**

Quarter 2: ☐ Conduct 21E review.

Quarter 3: ☐ Complete design review of development plans.

Quarter 4: ☐ Obtain tentative designation.

Objective F: **Prepare for the New England Aquarium relocation.**

Quarter 1: ☐ Tentative designation, 21E review.

Quarter 2-4: ☐ Design development.

Objective G: **Coordinate development of Building 114.**

Quarter 1: ☐ Review lease compliance.

Quarter 2: ☐ Lease reconsideration.

Quarter 3-4: ☐ Design/development review.

Objective H: **Coordinate development of Building 79 into 14,000 square feet of commercial office space.**

Quarter 1: ☐ Transfer of ownership.

Quarter 2: ☐ Design review.

Quarter 3-4: ☐ Construction

Objective I: Coordinate commercial development of Building 96 to include a 2,500 square foot restaurant and 2,500 square feet of office space.

Quarter 1: ☐ Execute lease.

Quarter 2-3: ☐ Construction

Quarter 4: ☐ Rent-up.

Objective J: Coordinate development of 100,000 square foot commercial office space in Building 39A.

Quarter 1: ☐ Design development.

Quarter 2: ☐ Contract documents approval.

Quarter 4: ☐ Final designation.

Objective K: Develop Management Plan for Pier 4.

Quarter 1-2: ☐ Prepare plan.

☐ Obtain BRA Board approval.

Quarter 3: ☐ Executive plan.

Priority III: Manage disposition of publicly-owned parcels.

Objective A: Develop 100 units of affordable housing on Sargent's Wharf.

Quarter 1: ☐ Review developer's submissions.

☐ Recommend tentative designation to BRA Board.

Quarter 2: ☐ PNF/ENF submission.

Quarter 3: ☐ Scoping Determination issued.

Quarter 4: ☐ DPIR/DEIR submission

Objective B: Redevelop Central Wharf and Parcel A-3N in concert with New England Aquarium relocation to the Charlestown Navy Yard.

Quarter 1: ☐ Finalize guidelines for redevelopment in cooperation with state agencies and neighborhood groups.

Quarter 2: ☐ Recommend BRA Board action tentatively designating New England Aquarium as redeveloper of Parcel A-3N and amendment of Central Wharf LDA. Assist New England Aquarium in completing and releasing Request for Qualifications to solicit developer interest.

Quarter 3: ☐ PNF/ENF submission.

Quarter 4: ☐ Scoping Determination issued.

Objective C: **Redevelop Michelangelo School into 50-75 units of affordable housing.**

Quarter 1: ☐ Assist Public Facilities Department in soliciting community input.

Quarter 2: ☐ Issue RFP.

Quarter 3: ☐ Review developer submissions.

Quarter 4: ☐ Recommend designation.

Priority IV: **Manage the development review / zoning process for priority projects.**

Objective A: **Redevelop Lewis Wharf to secure public access, open space and public benefits.**

Quarter 1: ☐ Continue development review.

Quarter 2: ☐ DPIR/DEIR submission per developer's schedule.

Quarter 3: ☐ Issue Preliminary Adequacy Determination.

Quarter 4: ☐ FPIR/FEIR submission per developer's schedule. Recommend BRA Board action on required zoning relief.

Objective B: **Ensure the redevelopment plans for Battery Wharf respond to Harborpark goals and community concerns.**

Quarter 1: ☐ Review developers plans with Harborpark Advisory Committee and North End Waterfront Neighborhood Council. PNF/ENF submission per developer's schedule.

Quarter 2: ☐ Issue Scoping Determination.

Quarter 3-4: ☐ Continue development review.

Objective C: **Ensure the redevelopment plan for Tudor Wharf response to Harborpark goals and community concerns.**

Quarter 1: ☐ Review development plans with Harborpark Advisory Committee and the Charlestown Neighborhood Council.

Quarter 2: ☐ Issue scoping determination letter.

Quarter 3: ☐ File DPIR.

Quarter 4: ☐ File FPIR.

SPECIAL PROJECTS

Mission

Manage special high priority Harbor projects which demand the leadership and attention of a highly trained staff.

Priority I: Conduct and monitor special projects to enhance the Waterfront area.

Objective A: Accomplish the Old Northern Avenue Bridge reuse plan and identify funding sources for the design and construction of additional public benefits on the new Northern Avenue Bridge.

Quarter 1: ☐ Coordinate with state and city agencies to implement recommended improvements for new bridge.

Quarter 2: ☐ Complete Childs Engineering Report.

Objective B: MBTA Proposal for Parking Lot at Bunker Hill Community College.

Quarter 1: ☐ Initiate discussions with MBTA and Community College.

Objective C: Identify funding sources to proceed with reconstruction of Pier 3.

Quarter 1: ☐ Identify potential State and Federal grant assistance.

☐ Award design contract.

Objective D: Development of the Harborwalk signage and public information system.

Quarter 1: ☐ Coordinate draft of brochure and signage system.

Quarter 2: ☐ Completion of the Harborwalk brochure.

Quarter 3: ☐ Completion of the Harborwalk signage designs.

Objective E: Intergovernmental relations with all city, state and federal agencies.

Quarter 1: ☐ Develop list of federal, state and city elected officials whose districts lie within the coastal zone.

Quarter 2: ☐ Identify contacts with agencies who have a role in coastal zone development.

- Quarter 3: ☐ Assign staff to act as liaison with the Mayor's Office of Intergovernmental Relations.
- Quarter 4: ☐ Establish liaison with the BRA's intergovernmental relations office to monitor legislature impacting coastal zone development.
- Quarter 2-3-4: ☐ Establish contacts and formalize relationships with federal, state (Boston delegation), and city elected officials.

NEIGHBORHOOD HOUSING AND DEVELOPMENT

NEIGHBORHOOD HOUSING AND DEVELOPMENT

MISSION

The Neighborhood Housing and Development Department (NHD) works to ensure that residents of Boston's neighborhoods share in the many benefits produced by the area's vibrant economy. The department encourages the development and preservation of affordable housing, improves the environment in local neighborhoods, and works to increase economic opportunities in neighborhoods that have been neglected in the past. In carrying out its mission, NHD seeks to actively involve residents in the broad range of its plans and projects.

Given the long history of inadequate investment in many Boston neighborhoods (particularly those with large numbers of people of color), NHD programs use available resources to encourage greater private investment in these communities. They encourage minority business enterprises and community-based nonprofit development organizations, and seek to maximize public benefits from private development projects.

FUNCTIONS

- ☐ Undertake housing production programs which includes site identification, formulation of development programs, designation of development entities, and arranging for gap financing;
- ☐ Increase the supply of housing and public benefits through review of projects which require zoning relief;
- ☐ Implement the City and BRA goals of fair housing and affirmative marketing through screening, orientation, and monitoring of developers of covered housing, education of staff, and coordination with the Boston Fair Housing Commission;
- ☐ Rebuild neighborhood environments by formulating area plans which shape public and private actions;
- ☐ Encourage and assist in the formation and growth of entrepreneurial nonprofit community corporations and minority business enterprises; and
- ☐ Seek and support citizen involvement in all phases of the department's planning and implementation of programs and projects.

Affordable Housing Production

Mission

NHD will work to implement the BRA's housing policy by developing programs and projects to expand the supply of housing with an emphasis on creating units that are affordable to low- and moderate-income families. The department will continue its progress in improving access for people of color and female-headed households to BRA affordable and market-rate housing in Boston.

Priority I: Pipeline Projects: complete final arrangements and initiate construction on parcels already designated for development.

Objective A: Re-examine projects which have been designated for development to determine which can realistically begin construction in FY '90.

Quarter 1: ☐ Prepare a report for the Director analyzing all designated redevelopment projects for which NHD is responsible including likelihood of completion, outstanding issues, and recommendations for de-designation (if appropriate).

Quarter 2: ☐ De-designate any projects for which groundbreakings are not anticipated.

Objective B: Assist in development of Roxbury Corners for 52 units of housing, 32 of which will be affordable.

Quarter 1: ☐ Secure Board of Appeal approval.

☐ Issue design review approval.

Quarter 3: ☐ Obtain final designation.

Objective C: Develop 7-8 Alvah Kittredge as 8 units of housing, 2 of which will be affordable.

Quarter 2: ☐ Obtain final designation.

☐ Secure Board of Appeal approval.

☐ Issue design review approval.

Objective D: Develop CAB as 15 units of housing, all of which will be affordable.

Quarter 1: ☐ Assist in receipt of HOP funding.

Quarter 2: ☐ Secure Board of Appeal approval.

☐ Issue design review approval.

☐ Complete gap financing arrangements.

Objective E: Assist in development of 32 Dale Street as 24 units of housing, 8 of which will be affordable.

Quarter 2: ☐ Assist in completing gap financing arrangements.

Quarter 4: ☐ Obtain final designation.

- Objective F:** Assist in development of Bartlett Court as 22 units of housing, 8 of which will be affordable.
- Quarter 2: ☐ De-designate present developer.
- Quarter 4: ☐ Obtain final designation.
- Objective G:** Assist in development of Chinatown Parcels A, B, and C as 270 units of housing, 180 of which will be affordable, and associated community facilities.
- Quarter 4: ☐ Issue design review approval.
☐ Assist in completing gap financing arrangements.
- Objective H:** Assist in development of Winslow Court 2 as 60 units of housing, 30 of which will be affordable.
- Quarter 4: ☐ Issue design review approval.
☐ Assist in completing gap financing arrangements.
- Objective I:** Develop Langham Court as 84 units of housing, 56 of which will be affordable.
- Quarter 1: ☐ Issue final designation.
- Objective J:** Develop 640 Tremont Street as 27 units of housing, 18 of which will be affordable.
- Quarter 1: ☐ Issue final designations.
- Objective K:** Complete development of Douglass Plaza to yield 164 units of housing, 33 of which will be affordable.
- Quarter 1: ☐ Assist in the release of HODAG 6 funds.
- Objective L:** Complete development of Fountain Hill 2 as 35 units of housing, 11 of which will be affordable.
- Quarter 3: ☐ Assist in completing gap financing arrangements.
- Objective M:** Complete development of J5B as 10 units of housing, all of which will be affordable.
- Quarter 3: ☐ Assist in completing gap financing arrangements.
- Objective N:** Assist designated developers to secure adequate gap financing to allow for construction initiation.
- Quarter 1: ☐ Prepare a report for the Director analyzing the various financial gaps for each of the redevelopment projects within the department, including anticipated sources of gap financing.

Objective O: Coordinate development of the South End project designated under the Parcel to Parcel Linkage 2 program to build 104 units of housing (36 of which will be used as transitional housing for homeless women and children) and a 9,600 square foot day care/social services center.

- Quarter 4:
- ☐ Grant final designation to the South Park Partnership as developers of Washington Court under Parcel to Parcel Linkage 2.
 - ☐ Convey Parcel RC-9 to the South Park Partnership and begin construction of the Washington Court development.

Priority II: Identify additional BRA-owned parcels appropriate for housing construction and beginning pre-designation activities.

Objective A: Develop criteria to commit larger Roxbury parcels for development through the BRA (yielding 75 units of housing).

- Quarter 1:
- ☐ Release RFPs for Garrison Trotter Phase II soliciting proposals for 30-35 housing units (including at least 20 affordable units).

- Quarter 2:
- ☐ Release RFPs soliciting proposals for 30-40 housing units (including at least 11 affordable units) to be developed on Parcels F3a and F3b.

Objective B: Develop criteria to commit larger South End parcels for development through the BRA (yielding approximately 250 units of housing).

- Quarter 4:
- ☐ Secure approval of South End Development Policy Plan “working group” for draft SENHI Phase II guidelines.
 - ☐ Complete list of South End parcels that will be advertised as developable under SENHI Phase II and begin production of RFPs.

Objective C: Complete planning for Phase II of the Chinatown Housing Improvement Program (CHIP) yielding approximately 250 units, and begin planning for CHIP Phase III.

- Quarter 1:
- ☐ Complete site assembly with NEMC.

- Quarter 2:
- ☐ Complete site assembly with Tufts.

- Quarter 3:
- ☐ Complete land use planning effort.

- Quarter 4:
- ☐ Secure resources from Central Artery/Third Harbor Tunnel project to finance studies of Massachusetts Turnpike air rights development potential for CHIP Phase III.

Objective D: Assist in the production of the Charlestown housing pipeline.

- Quarters 1-4:
- ☐ Assist in the development of Sargent’s Wharf to yield 100 affordable units.

Related departments: Harbor Planning & Development, Urban Design & Development

Priority III: Administration and implementation of housing policy.

Objective A: Work with other agencies and departments to ensure the mortgage industry meets the credit needs of Boston's neighborhoods, especially those with large minority populations.

Quarter 1: ☐ Work with consultant to complete study on mortgage lending practices.

Quarter 2: ☐ Negotiate with mortgage industry and participate with committees and ad-hoc groups to create a work plan that meets community needs.

Objective B: Review all neighborhood housing development projects which are larger than twelve units and prepare recommendations for the Authority's Board on the Board of Appeal cases.

Quarter 1: ☐ Assure the timely technical and community review of 5-10 (anticipated) projects.

Quarter 2: ☐ Assure the timely technical and community review of 5-10 (anticipated) projects.

Quarter 3: ☐ Assure the timely technical and community review of 5-10 (anticipated) projects.

Quarter 4: ☐ Assure the timely technical and community review of 5-10 (anticipated) projects.

Objective C: Work with community representatives and officials from the Prudential Insurance Company to structure the community benefits package to mitigate the effects of the proposed Prudential Center redevelopment.

Quarter 1: ☐ Complete negotiations with local residents and Prudential officials on the proposed community benefits package.

Objective D: Coordinate the BRA's fair housing and affirmative marketing activities with other public agencies.

Quarter 1: ☐ Coordinate (with the Public Facilities Department) the creation of the "Homebase" program to assist developers and prospective buyers in the marketing of new housing units that received some form of public assistance.

Quarters 1-4: ☐ Devote 5-10 staff hours/week to meeting with other City (BFHC, BHA, PFD), State (MHFA, EOCD), and community agencies to coordinate and cooperate in the implementation of fair housing and affirmative marketing programs.

☐ Devote 20-25 staff hours/week to the development of Affirmative Fair Housing Marketing Plans and other marketing activities to broaden housing opportunities through training programs for BRA staff, developers and others involved in the production of assisted housing.

☐ Provide information and materials on contents required for Affirmative Fair Housing Marketing Plans to developers and real estate representatives, BRA staff and others.

Objective E: Develop a policy and program to assist tenants in distressed 121A HUD-assisted properties as they seek to examine their rights and the possibility of forming tenant cooperatives.

Quarter 1: ☐ Coordinate the creation of a BRA task force to review agency options under the 121A statutes

Quarter 2: ☐ Coordinate the creation of interagency task force (CEDAC, CDFC, HUD, State DOR, BHP, and tenant and legal rights groups) to review past efforts, collect information about ongoing efforts, and investigate possible courses of action aimed at assisting tenants in distressed 121A HUD-assisted properties.

Quarter 3: ☐ Prepare a report to the Director outlining scope of the problem, updating current information and activities, and recommending an appropriate course of action to assist tenants in distressed 121A HUD-assisted properties.

Neighborhood Economic Development

Mission

NHD will expand economic opportunities that benefit residents of Boston's neighborhoods through the economic inclusion of the community in development. NHD's Economic Development division will continue to enhance the physical environment of Boston's neighborhoods by supporting adequate housing and providing other desired neighborhood goods and services.

Priority I: Major Economic Development Initiatives.

Objective A: Develop Parcel P-2C as the New Roxbury Post Office.

Quarter 1: ☐ Approve design development plans.

Quarter 2: ☐ Approve contract documents.

Quarter 3: ☐ Start construction.

Objective B: Develop a Public Safety and Municipal Center.

Quarter 2: ☐ Identify potential sites.

Quarter 3: ☐ Advertise RFP.

Related department: Urban Design & Development

Objective C: Assemble and develop Parcels 9 and 10 in coordination with the Roxbury IPOD and South End Development Policy Planning Process.

Quarter 1: ☐ Execute MOA with DCPO, if appropriate.

Quarter 2: ☐ Identify uses for Parcels 9 and 10.

Quarter 3: ☐ Complete feasibility studies for the development of Parcels 9 and 10.

Quarter 4: ☐ Develop RFP, if appropriate.

Objective D: Develop Parcel P-3 which will provide seed money for renovation and expansion of facilities owned by the National Center for Afro-American Artists (NCAAA).

Quarter 1: ☐ Identify uses for Parcel P-3.

Quarter 2: ☐ Release an RFP for the Campus High Parcel P-3/NCAAA project.

Quarter 4: ☐ Select co-redeveloper to work with NCAAA on Campus High Parcel P-3 project.

Priority II: Neighborhood planning, area-wide economic development and capital improvements.

Objective A: Work with South End residents to complete the South End Development Policy Plan and bring the plan to the local community for adoption.

Quarter 2: ☐ Complete analysis of collected data including a transportation/parking analysis and a market analysis.

Quarter 3: ☐ Draft operations and capital improvements budgets for each of the 9 garden sites established as a South End land trust which has been tentatively designated to the Trust for Public Land.

Quarter 4: ☐ Complete draft land-use plan.
☐ Complete a draft implementation strategy.

Objective B: Complete preparation of the revitalization program for the Dudley Square Business District and undertake a variety of implementation activities.

Quarter 1: ☐ Complete preparation of the needs assessment and recommendations report for Dudley Square.

☐ Complete and execute grant agreement with HUD regarding the 80 Dudley Street UDAG.

☐ Prepare report for the Director regarding the proposed expansion of Tropical Foods.

Quarter 2: ☐ Approve final design plans for 80 Dudley Street.
☐ Complete Dudley Square General Plan.

Quarter 3: ☐ Complete Dudley Square Revitalization Program.

Quarter 4: ☐ Authorize UDAG draw-downs through balance of the year as construction program warrants 1990.

Objective C: Assist Dudley Street Neighborhood Initiative (DSNI) with implementation of their development plan for the Dudley Triangle.

Quarter 1: ☐ Issue RFQ for first phase of the Dudley Triangle development program to develop two sites for affordable housing (Site 1 to yield 48-54 units of affordable housing; Site 2 to yield 54-62 of limited equity coop units).

☐ Designate developer for at least 102 units of housing.

Objective D: Assist in implementing nine (9) various stages of public improvements in neighborhoods as an integral part of a larger neighborhood enhancement strategy.

Quarter 2: ☐ Ensure that design for Shawmut Avenue reconstruction is approved.

Quarter 3: ☐ Assist in securing funding for Campus High/P-3 street construction.

Quarter 4: ☐ Execute lease agreements with DEM for Roxbury Heritage State Park.
☐ Assist in completing Chinagate improvements.
☐ Ensure that construction on Garrison Trotter Way begins.

- ☐ Assist in securing state funding for John Eliot Square reconstruction.
- ☐ Ensure that the reconstruction of Hayes Park is completed.
- ☐ Assist in completing construction of South End streets included in Contract J-2 (Montgomery Street, Pembroke Street, West Canton Street and Dartmouth Place).
- ☐ Ensure that Shawmut Avenue reconstruction is completed in 1990.

Related departments: Engineering & Design Services

ENGINEERING AND DESIGN SERVICES

ENGINEERING AND DESIGN SERVICES

MISSION

The Engineering and Design Services Department provides technical expertise to the BRA in the areas of engineering, design, computer graphics, mapping and modeling, and environmental and transportation review. The Department assists in the preparation, execution, and supervision of contracts for public improvement projects, and provides technical review services on development proposals. The Department manages the BRA's capital projects, and is responsible for Navy Yard master planning and design review.

FUNCTIONS

- ☐ Review development proposals and access plans for significant traffic, environmental, and infrastructure impacts.
- ☐ Prepare BRA's Annual Capital Plan.
- ☐ Prepare bid documents, prepare and administer contracts, and monitor construction of public works projects.
- ☐ Maintain and update the inventory of city maps and models.
- ☐ Conduct master planning and design review for the Charlestown Navy Yard with Harbor Planning and Development.
- ☐ Work with Special Projects to monitor the Third Harbor Tunnel and Central Artery Depression projects, their infrastructure consequences and environmental impacts, and appropriate mitigation measures.

Engineering and Capital Planning

Mission

Prepare the annual capital plan and track progress on capital projects. Provide engineering services for design, contract documentation, bidding, and supervision on all capital projects. Provide consulting engineering services on the disposition of BRA properties. Provide consulting engineering services to BRA staff and to citizen groups in response requests. Provide administrative and engineering assistance in the selection of consultant services related for approved or funded design and engineering projects. Maintain and provide public access to records of engineering surveys and projects undertaken by the Authority.

Priority I: Coordinate public improvement construction projects with city and state agencies as required for completion.

Objective A: Close out completed projects.

Quarter 1: ☐ Rose Kennedy Garden.

Quarter 2: ☐ Charbonnier Way in Charlestown, and Long Wharf.

Quarter 3: ☐ Copley Square, Mt. Vernon Street, Tent City streets.

Objective B: Complete construction of Worcester Square Park; coordinate work with the BWSC project.

Quarter 1: ☐ Obtain Board approval for Phase 2 construction.

Quarter 4: ☐ Monitor the construction, review all change orders, and process payment requests as needed to complete the project on a timely basis.

Objective C: Complete the design of New Dudley Street Phase 2 and the related engineering assignments.

Quarter 3: ☐ Submit the completed contract document plans for state reviews and approvals.

Quarter 4: ☐ Prepare construction documents for bid and contract award.

Objective D: Prepare contract documents and prepare bids for Douglass Plaza public improvements.

Quarter 2: ☐ Obtain bids.

Quarter 3: ☐ Obtain Board approval for bid and construction contract award.

Quarter 4: ☐ Administer construction of improvements.

Priority II: Coordinate design, engineering, bidding and construction phasing of public improvement projects with Authority and other agencies as required for implementation.

Objective A: Prepare contract documents for bids on Tremont Village streetscape improvements.

Quarter 2: ☐ Work with the UDD and NHD staff to program and complete the design of improvements.

Quarter 3: ☐ Board authorization for bidding.

Quarter 4: ☐ Obtain bids and administer construction of improvements.

Objective B: Organize Charlestown street projects into a group bid package.

Quarter 2: ☐ Obtain Board approval to extend consultant contract; work with consultant to organize and complete bid package; obtain Board approval for bidding and construction award.

Objective C: Prepare contract documents for bids of Chinatown Gateway repairs and improvements.

Quarter 2: ☐ Work with consultant and NHD staff to program and complete the design of improvements.

Quarter 4: ☐ Submit memorandum for Board approval to bid and award construction contract.

Priority III: Coordinate the consultant selection and render technical assistance on engineering and design contracts. Coordinate all work to meet Capital Improvement Priorities.

Objective A: Complete the design of Shipyard Park, Pier 3.

Quarter 4: ☐ Work with the HPD staff and the consultant to prepare a preliminary design.

Quarter 4: ☐ Determine required budget to proceed with construction.

Objective B: Complete the design of Hayes Park reconstruction.

Quarter 2: ☐ Work with consultant, UDD and NHD staff to complete the design of the repairs and improvements within the estimated construction budget.

Quarter 3: ☐ Submit memorandum for Board approval to bid and award construction contract.

- Objective C: Complete the design of Shawmut Avenue Phase One improvements.**
- Quarter 2: ☐ Work with consultant, UDD and NHD staff to complete the design of the streetscape improvements within the estimated construction budget.
- Quarter 3: ☐ Submit memorandum for Board approval to bid and award construction contract.
- Objective D: Prepare program and design for Custom House Tower site improvements.**
- Quarter 2: ☐ Submit memorandum for Board approval to select consultant pending approval of development team structure.
- Quarter 4: ☐ Work with consultant and UDD staff to develop program and design in coordination with the proposal put forth by the approved development team.
- Objective E: Initiate the design of public improvements in Park Square.**
- Quarter 2: ☐ Work with UDD staff to complete the programming and design for the Park Plaza improvements.
- Objective F: Prepare the annual funding requests to the Mayor's Office of Capital Planning (OCP), and update quarterly capital project reports.**
- Quarter 1: ☐ Resolve FY90 funding needs based on discussions with OCP and the Director's Office.
- Quarters 1-4: ☐ Refine the system for quarterly updates of progress reports on the capital improvements project.
- Quarter 3: ☐ Solicit FY91 capital improvement grant proposals from the BRA departments.
- ☐ Complete FY91 funding requests based on discussions with project coordinators and the Director's Office.
- Priority IV: Initiate consultant selection process or implement transfer on non-prioritized funded projects.**
- Objective A: Assist NHD and HPD in program development of public improvements needed for affordable housing and Harborwalk projects.**
- Quarter 3: ☐ Prepare budget estimates for selected projects based on previous unit prices.
- Objective B: Review engineering aspects of future Long Wharf and Central Wharf improvements and assist in determining the program for the project.**
- Quarter 2: ☐ Submit final design development plans for Long Wharf, Phase II to DEM for approval.

Objective C: Complete review of Boylston Street Improvement Plan.

Quarter 2: ☐ Review and edit final draft of PWD consultant plan in conjunction with the BBAC and Boylston Street CRC.

Quarter 4: ☐ Develop and recommend implementation strategies.

Related Departments: City of Boston Public Works Department, BBAC, Urban Design & Development

Design and Environmental Review Services

Mission

Provide design review services for selected development projects within the city. Prepare comprehensive analysis and master plan for the Charlestown Navy Yard. Review all proposed projects in the Navy Yard for conformity with the Master Plan and Rehabilitation Guidelines. Prepare development alternatives that complement the historic district and harbor pier development.

Conduct or coordinate the comprehensive review of the environmental and infrastructure impacts of all downtown projects, and any other project for which there is an "Environmental Impact Review" or a "Development Impact Project Plan" submission. Assist in planning studies which require impact assessments. Provide comprehensive mapping and model making services to BRA staff and other City departments. Maintain computerized mapping data base. Maintain archives of project drawings, photographs, mapping documents, and inactive models.

Priority I: Coordinate district planning studies leading to the distribution of a plan or report for public comment, review and approval.

Objective A: Government Center District Design Study.

- Quarter 1: ☐ Submit urban design consultant recommendation for Board approval.
- Quarter 2: ☐ Gather background information on the historic buildings of the Bulfinch Triangle district and assess their capabilities to accommodate roof-top additions and reasonable total build-out in keeping with urban design criteria consistent with the character of the District.
- Quarter 3: ☐ Prepare an urban design study and a vision for the Government Center that accommodates all the projects presently being considered for the district and coordinates them with a common urban character.
 - ☐ Work with UDD staff in formatting the studies as District Plans under the Downtown Plan developed within the IPOD process.
 - ☐ Define permanent zoning parameters.
- Quarter 4: ☐ Work with NPZ and UDD to define permanent zoning parameters.

Objective B: Charlestown Navy Yard Master Plan.

- Quarter 3: ☐ Assist HPD in the preparation of a master plan schemes that are consistent with the Director's goals for Yard's End and the Aquarium.

- Objective C:** Work with the Developer to achieve a successful and historically appropriate rehabilitation of the U.S. Custom House.
- Quarter 2:** ☐ Pending development team agreements, assist the developer in revising and submitting the Historic Structures Report to ACHP, MHC and BLC for approval.
- Quarter 3:** ☐ Review project design submissions on a timely basis.
- Priority II:** Coordinate design and environmental review services with other Authority departments (UDD, NPZ, HPD, NHD).
- Objective A:** Refine and continue the Article 31 Development Review Process for determining proposed projects' impact on the environment with particular attention to wind, shadows, daylight, air quality, noise, hazardous wastes, and other environmental concerns, historic context, traffic and transportation, and infrastructure.
- Quarters 1-4:** ☐ Attend proposed project scoping and review meetings.
☐ Review and prepare scoping memoranda for PNF submissions.
☐ Prepare scoping memoranda, assessments, and comments for DIP and EIR reviews. Recommend mitigation measures as deemed necessary.
☐ Assist development team consultants with study criteria and methodologies (i.e., daylight, wind, shadow) as deemed necessary.
- Objective B:** Review and prepare MEPA comment letter on ENFs and EIRS distributed by the State.
- Quarters 1-4:** ☐ Attend scoping and consultation meetings; prepare appropriate comment letters for signature. Projects requiring PNF/DIP and/or MEPA review in FY90 are expected to include: Boston Crossing; B.U. Armory development; CNY Masterplan/Aquarium; Commonwealth Center; Kingston-Bedford (One Lincoln Street); Lewis Wharf; Logan expansion; Lobster Terminal/Waterfront Park; North Station; Parcel 18; Park Pavilion; Prudential Center; Sargent's Wharf; South Boston Piers/Fort Point Channel transit alternatives; Tremont Temple (90 Tremont); 110-120 Tremont; Woolworth's (40 Franklin); World Trade Center; and institutional expansions.
- Objective C:** Build a model of the "North Crescent" district as a design tool for the review of development projects and BRA planning initiatives.
- Quarter 3:** ☐ Complete Charlestown City Square section of the model.
- Quarter 4:** ☐ Complete North Station section of model.

Priority III: Perform assigned design review in coordination with other departments.

Objective A: Complete the design review of assigned downtown projects, including Faneuil Hall Marketplace, 101 Arch Street, and the Government Center Garage. Assist the developers in completing these projects and obtaining certificates of completion.

Quarter 1: ☐ Faneuil Hall Marketplace.

Quarter 3: ☐ 101 Arch Street.

Objective B: Review design submissions of Bulfinch Triangle projects on a timely basis.

Quarters 1-4: ☐ Assist the developers and the UDD coordinator in completing these projects and obtaining final design approvals. Current projects include: 101 Merrimac Street, 262 Friend Street, Portland Place,, 123-25 Merrimac Street/22 Lancaster Street, 129 Portland Street and the Bulfinch Triangle District Study Area. Progress dependent on developer schedule; quarterly updates per evaluation process.

Objective C: Review design submissions and monitor construction of the Charlestown Navy Yard projects on a timely basis.

Quarters 1-4: ☐ Assist developers and HPD coordinators in refining conceptual proposals on CNY parcels.
☐ Assist developers and the HPD coordinator(s) in completing these projects on a timely basis and obtaining final design approvals. Current projects include: CNY Master Plan, progress on all tasks is dependent upon development team schedules; updates via quarterly evaluation.
☐ Monitor construction of Buildings 36 (addition), 38, 39, 62, 96, 197, and Pier 4 ramps.

Objective D: Review design submissions of, and provide assistance on, the review and assessment of various Downtown and Waterfront projects.

Quarter 1: ☐ Complete the design review of assigned projects, including 425 Boylston Street.

Quarters 1-4: ☐ Provide comments and coordinate review of Boylston Street projects as they relate to the Street Improvements Plan and to the Interim Report design guidelines. Current projects include 425 Boylston Street.

Quarter 2: ☐ Work with consultant, HPD and UDD staff in preparing the Harborwalk signage study draft.

Objective E: Initiate a study of the Freedom Trail.

Quarter 2: ☐ Initiate the Freedom Trail study and prepare a work program.

Related Departments: UDD, HPD, National Park Service, Boston Landmarks Commission, other COB departments, as required.

Objective F: Complete the schematic signage Masterplan for the Charlestown Navy Yard.

Quarter 3: ☐ Work with consultant, HPD and UDD staff to develop program and design criteria for comprehensive signage guidelines and implementation framework.

Priority IV: Coordinate with other departments in developing and working on design/environmental projects.

Objective A: Provide ongoing review of significant City of Boston, State and/or Federal projects.

Quarter 1: ☐ Review Central Artery/Third Harbor Tunnel SEIE/R; prepare comments; attend related interagency and other meetings.

☐ Comment on Boston Water & Sewer Commission capital improvement plan for FY90-FY91.

Quarters 1-4: ☐ Chapter 91 reviews (ongoing).

Quarter 2: ☐ Continue review of environmental documents related to the Deer Island Wastewater Treatment Plant and related projects.

Quarter 3: ☐ Review Massachusetts Water Resources Authority Combined Sewer Outfall study; attend CAC subcommittee meetings.

Objective B: Update or create new models as deemed necessary.

Quarter 2: ☐ Assist in organizing new model shop location in Building 60.

POLICY DEVELOPMENT AND RESEARCH

POLICY DEVELOPMENT AND RESEARCH

MISSION

The Policy Development and Research Department conducts analytic research on Boston's economy to provide the basis for policy recommendations on planning and development matters. The Department collects, analyzes and provides information and projections on demographic and market trends.

The areas of research include population, employment, office and hotel trends; services and the "new economy"; the housing market; private development and public investment.

FUNCTIONS

- ☐ Provide analytic information on the economy and population of Boston, including neighborhood profiles, quarterly projections of the office market and reports on the prospects for services and the outlook for the "new economy".
- ☐ Research Boston's housing needs, market conditions, and neighborhood development potential to provide the demographic, housing, and market analyses necessary to formulate long-term planning objectives.
- ☐ Respond to public requests, prepare economic, demographic and related analysis for neighborhood planning purposes.
- ☐ Publish economic reports, books and journals; hold conferences on planning and development issues.
- ☐ Enhance our first class library in support of the Boston Redevelopment Authority's planning and development role.

Demographic Research and Reports

Mission

Survey, research, analyze, and report on City of Boston population, neighborhood, attitudinal and socioeconomic trends. Recommend policy alternatives to address the needs of the people of Boston. Provide information to the public on the Boston Redevelopment Authority's activities and make available the Department's demographic and economic research through a publications program. Organize urban policy and planning conferences. Maintain the library for use by the public and staff.

Priority I: Plan and conduct surveys and analysis of the population and the neighborhoods; publish research reports.

Objective A: Conduct surveys of the people, neighborhoods, and economy of Boston.

Quarter 3: ☐ Monitor the 1990 Federal census; complete housing count survey.

Quarters 1-4: ☐ Review and analyze public and private sources as they become available.

Objective B: Publish research reports, organize conferences on urban policy and planning, and respond to public requests.

Quarter 1: ☐ Organize a conference on "The Future of the Boston and Metro Region; "Metropolitan 2000 and Growth Strategy."

Quarter 2: ☐ Publish commissioned papers of the Urban Policy Roundtable, June 1988: "Cities in the 1990s"

☐ Publish Conference Report.

☐ Publish "A Study of Poverty and the Homeless in Boston and the U.S."

Quarter 3: ☐ Publish the book, "Planning in Boston".

Priority II: Provide information and analyses for neighborhood planning and analysis.

Objective A: Research Boston's neighborhood development.

Quarter 1-3: ☐ Help prepare land use reports analyzing neighborhood potential for Roxbury, Allston-Brighton, West Roxbury, and Jamaica Plain.

Quarter 1-4: ☐ Prepare and update surveys, projections and reports for neighborhood planning for West Roxbury, Fenway, and Mattapan which include demographic, housing, survey data and land use analyses.

Quarter 1-4: ☐ Provide technical assistance on database access and analysis to staff.

Quarter 3: ☐ Develop land use information and digital mapping system for neighborhood planning as a follow-up to the centralized land use information system for East Boston.

Priority III: New Publications, Library Facilities, Archives Program.

Objective A: Expand and upgrade library operations.

- Quarter 2: ☐ Expand role of Library in accessing documents and publications useful for planning and development.
- Quarter 3: ☐ Compile a comprehensive slide collection including historic and current views of the City of Boston.
- Quarter 4: ☐ Broaden Library search, Research, inter-Library loans and periodical routing services.

Objective B: Advance publications program.

- Quarters 1-4: ☐ Publish Research reports emanating from the FY90 Survey and Research Program.

Objective C: Establish BRA and City archives temporary home in the former Hemenway School in Readville, Hyde Park.

- ☐ Implement archive priority for endangered records.
- ☐ Establish indexing procedures.
- ☐ Carry-out conservation.
- ☐ Review microfilming standards.

Housing Analysis

Mission

Conduct analytic research, prepare reports on housing trends, and recommend policy alternatives to promote the development of affordable housing.

Priority I: Survey and monitor the housing market and publish informational reports.

Objective A: Study mortgage lending practices.

- Quarter 1: ☐ Publish findings and recommendations with respect to institutions subject to the Community Reinvestment Act.
- Quarter 2: ☐ Publish findings and recommendations with respect to pension funds and insurance companies.

Objective B: Conduct research on Boston's housing needs and report on development potential related to land use.

- Quarter 3: ☐ Project housing development potential in relation to vacant and underutilized land and structures by neighborhood.

Objective C: Analyze, project and report on trends in the housing market and the affordability gap.

- Quarter 3: ☐ Analyze the characteristics of households needing housing assistance programs.
- ☐ Project housing requirements citywide and by neighborhood.
- ☐ Analyze condominium conversions and the characteristics of those displaced and those who move in.
- Quarter 4: ☐ Monitor production and growth in the housing stock, vacancy rates, income trends, and financing feasibility.

Objective D: Analyze and report on the potential for City, State, and Federal programs to encourage affordable housing development in the City.

- Quarter 4: ☐ Analyze the potential for mutual and cooperative housing.
- ☐ Analyze the use of City, State, Federal programs, nonprofit organizations and financing strategies to promote the production of affordable housing.

Economic Research and Reports

Mission

Conduct analytic research on Boston's economy, including its future prospects and potential, and recommend policy alternatives that will foster economic growth.

Priority I: Generate reports based on the survey, monitoring and analysis of trends & prospects of the Boston economy

Objective A: Conduct in-depth analysis and projection of employment and market trends in the Boston economy.

Quarter 2: ☐ Update and improve the BRA's econometric model for Boston and the metro-region.

Quarter 3: ☐ Publish a report on Boston's demographics and economics of the 1990's.

☐ Conduct a survey of "new economy" activities in the Boston area, and project their potential.

☐ Analyze and report on trends in establishments and employment, by industry and by establishment size class.

☐ Analyze and report on productivity trends by industry, Boston, Metro, New England, and U.S.

Quarter 4: ☐ Project employment trends.

☐ Update report on neighborhood business patterns.

Priority II: Conduct market analyses and projections of key sectors of the Boston economy.

Objective A: Conduct in-depth market analysis and projection of Boston's hotel, office industry, services activities and the potential for manufacturing, retail trade, convention center, research and development, and "New Economy".

Quarter 2: ☐ Analyze and project the metro-region market for office space and the potential for back office space in Boston.

Quarter 3: ☐ Analyze and report on the potential for the "new economy" - biotechnology, including diagnostics and therapeutics, computer software, and instruments.

Quarter 4: ☐ Publish quarterly office market updates, absorption, vacancy rates, and related projections.

☐ Review and project demand for office space through the year 2000.

☐ Analyze and project office employment, by industry.

☐ Report preliminary findings of health and medical economy potential for medical research industrial development spinoff and high-tech manufacturing.

Priority III: Analyze and project the long term potential of the Boston economy and the role of neighborhoods and land use.

Objective A: Identify public development opportunities and the private development potential for activities to strengthen Boston's economy.

- Quarter 2:
- ☐ Prepare a report on Boston's services economy.
 - ☐ Prepare long-term planning projections as a guide for land use management.
- Quarter 3:
- ☐ Produce preliminary comparison and match up of citywide (top-down) and neighborhood based (bottom-up) projections of the Boston economy and the future of its neighborhoods. Report on the potential for hi-tech manufacturing.
 - ☐ Produce preliminary projections of land use goals.
 - ☐ Analyze the impact of the 1992 European Common Market, and the 1990's removal of Canada-U.S. trade barriers on Boston.
- Quarter 4:
- ☐ Produce preliminary draft of long-term projections for the Boston economy.
 - ☐ Prepare reports on Roxbury's economic development, Parcel to Parcel Linkage, the medical industry and hi-tech potential in the Newmarket/Roxbury Longwood Medical area belt (EDA grant required).
 - ☐ Prepare report on the origins of the demand for service, activities.
 - ☐ Undertake study of "The Future of the Boston Metro Region Economy:."
 - ☐ Report on Boston's future manufacturing industry.